

NOTICE OF MEETING

AGENDA FOR THE CABINET

**Tuesday, 15th September, 2026, 6.30 pm - George Meehan House,
294 High Road, Wood Green, N22 8JZ.**

Watch the [meeting live](#), or view all of our meetings on [Youtube](#)

Members of the public are welcome to attend this meeting. If you wish to speak at the meeting please register by emailing the Democratic Services Officer. Contact details can be found at the end of the agenda front sheet.

Elected Members: Mark Blake (Chair), Tammy Hymas (Vice-Chair), Gio Iozzi, Tehseen Khan, Jo Kuper, Georgia Twigg, Johann Beckford, Ata Berk Aksit, Dixie-Ann Joseph and Erin Wolson

Quorum: 4

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 17 below. New items of exempt business will be dealt with at Item 20 below).

4. DECLARATIONS OF INTEREST

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

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

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at Item x: Exclusion of the Press and Public. No representations with regard to these have been received.

This is the formal five clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

6. MINUTES (PAGES 1 - 18)

To confirm and sign the minutes of the meeting held on 14 July 2026 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

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

Items referred by the Overview and Scrutiny Committee and Cabinet responses are outlined in items 9 and 10.

9. CABINET RESPONSE TO THE SCRUTINY REVIEW ON PREVENTION OF VIOLENCE AGAINST WOMEN & GIRLS (PAGES 19 - 74)

As noted in item 8.

10. CABINET RESPONSE TO THE SCRUTINY INTERIM REPORT ON PROVISION OF SERVICES FOR CHILDREN UNDER ONE YEAR OLD (PAGES 75 - 110)

As referred to in item 8.

11. 2026/27 FINANCE UPDATE REPORT QUARTER 1 (PAGES 111 - 182)

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

12. APPROVAL TO PROCURE ENHANCED ENVIRONMENTAL ENFORCEMENT CONTRACT (PAGES 183 - 218)

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

13. CONTRACT VARIATION AND EXTENSION OF THE INTER-AUTHORITY AGREEMENT (IAA) PAN-LONDON ONLINE SEXUAL HEALTH SERVICE (PAGES 219 - 228)

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

14. SUBSTANCE MISUSE PEER LED SERVICE (PAGES 229 - 240)

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

15. MINUTES OF OTHER BODIES (PAGES 241 - 276)

To note the minutes of the following:

Cabinet Member Signings:

10 Jul 2026 2.30 pm - Interim 2026/27 Crisis and Resilience Fund Policy

20 Jul 2026 3.00 pm - Selby Urban Village - approval to procure Artificial Grass Pitch works contractor

23 Jul 2026 9.00 am - Heartlands bus proposals for routes 91, N91 and 232

24 Jul 2026 3.00 pm - Haringey Culture Collective governance: amendment to Articles of Association and appointment of independent Trustees

27 Jul 2026 12.30 pm - NEC Housing re-procurement

7 Aug 2026 3.30 pm - The acquisition of 21 newly constructed homes located at 76 Mayes Road, Wood Green N22 6SY

10 Aug 2026 11.30 am - Correction of a Company Name for Award of Two Concession Contracts to Operate and Expand Dockless Bike Services in Haringey over the next four years

10 Aug 2026 2.00 pm - Major Works Programme Broadwater Farm Estate

12 Aug 2026 1.00 pm - Gas Contract - Cabinet Correction Report

16. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 277 - 282)

To note the delegated decisions taken by Directors.

17. NEW ITEMS OF URGENT BUSINESS

As per item 3.

18. EXCLUSION OF THE PRESS AND PUBLIC

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as item 19 contains exempt information as defined under paragraphs 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).

19. EXEMPT - MINUTES (PAGES 283 - 286)

To confirm and sign the exempt minutes of the meeting held on 14 July 2026 as a correct record and to note the exempt minutes of the Cabinet Member Signing on 7 August 2026.

20. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per item 3.

Democratic Services Contact: Richard Plummer, Committees Manager
Telephone: 020 8489 4319
Email: richard.plummer@haringey.gov.uk

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

Monday, 07 September 2026

Public Questions

Any resident, council tax payer or national non domestic rate payer of the Borough may ask the Chair of any Committee or its sub bodies any question on anything for which the Committee is responsible at any ordinary meeting. Notice of questions must be given in writing to the Democratic Services Manager by 10 a.m. on such day as shall leave three clear days before the meeting (e.g. Tuesday for a meeting on the following Monday). The notice must give the name and address of the sender. Should a question be rejected, the questioner will receive a written response advising of this, including the reasons for the rejection.

Deputations

A deputation may only be received by a Committee or its sub bodies if a requisition signed by not less than ten residents of the Borough, stating the object of the deputation, is received by the Democratic Services Manager not later than 10am to leave three clear days prior to the Committee meeting.

Accessibility Requirements

If you would like to attend and you have any special requirements, please email Richard Plummer, Committees Manager at richard.plummer@haringey.gov.uk. Please note that public seating is limited and will be allocated on a first come first served basis.

Advice To Members On Declaring Interests

Information on declaring an interest is set out in the Council's Constitution in Part 5 Section A. However, you may need to obtain specific advice on whether you have an interest in a particular matter.

If you need advice, you can contact:

- Monitoring Officer
- the Legal Adviser to the Committee; or
- Democratic Services.

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

**MINUTES OF THE Cabinet HELD ON Tuesday, 14th July, 2026,
6.30 - 8.08 pm**

PRESENT:

Councillors: Mark Blake (Chair), Tammy Hymas (Vice-Chair), Gio Iozzi, Tehseen Khan, Jo Kuper, Georgia Twigg, Johann Beckford and Dixie-Ann Joseph

ALSO ATTENDING:

Councillors: Ibrahim Ali, Luke Cawley-Harrison, Dan Johnson, Hannah Ward

1. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

2. APOLOGIES

Apologies were received from Councillors Wolson and Aksit.

3. URGENT BUSINESS

There was an item of late urgent business which provided additional exempt information for item 19. This was accepted by the Chair.

4. DECLARATIONS OF INTEREST

There were none.

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

6. MINUTES

The minutes of the meeting held on 30 June 2026 were discussed

RESOLVED:

That the minutes of the meeting held on 30 June 2026 were agreed as a true and accurate record of proceedings.

7. DEPUTATIONS/PETITIONS/QUESTIONS

A deputation was received from Parents of Highgate Wood School to raise concerns about the ongoing disruption at Highgate Wood School and the impact this is having on pupils and families.

The depute introduced their deputation:

It was explained the pupils had lost 31 days of school time due to strikes, which had an adverse effect on children's learning. It was explained that there were significant levels of concerns from parents regarding this issue.

It was acknowledged by the depute that there had been work undertaken by the new administration to resolve the issue, but pressed for more work, particularly in relation to aiding with a realistic deficit recovery plan. However, it was stressed that there needed to be a clear commitment to a recovery plan for the school, and that the Council work with unions to close demands of teachers.

The Cabinet Member for Children and Schools responded to the issues raised:

It was stressed that the Council was working towards an agreement in principle with the school and with teachers, however, it was stressed that there were other fiduciary and legal requirements which would prevent any commitment to a detailed recovery plan until these requirements had been resolved. It was noted that the repayment plan was outside of the control of the Council, but it was stressed that the Council would work with the school and unions to help develop a viable plan.

It was explained that the Council had met with the headteacher of the school and with the National Education Union's representatives to work to reach a solution. It was stressed that the Council wanted to reach a position where children were able to attend school normally.

Officers explained that they were disappointed to be in the position that the school was in. It was explained that the Council was required to ensure that schools budgets were viable. It was stressed that the Council was committed to ensure that there were no more strikes and that all sides would come together to meet a viable compromise.

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

There were none.

9. 2025/26 PROVISIONAL BUDGET OUTTURN

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

It was explained that the financial position facing Haringey Council was recognised as challenging. The Council had received a statutory recommendation from its external auditor, which highlighted the need to strengthen its financial position through improved financial management and the delivery of savings across service areas.

The year-end financial position showed that the Council required £40.6 million of Exceptional Financial Support (EFS) from the Government. This represented a significant level of support and created a longer-term financial obligation for the authority.

The need for EFS did not arise in isolation. A growing number of local authorities had experienced similar financial pressures as service demand increased while funding levels remained constrained. It was considered that the Council's financial position reflected wider challenges affecting local government funding over an extended period.

Without a revised long-term funding framework for local government, these financial pressures were expected to continue affecting councils across the country.

During the year, the Council spent £792 million delivering services and support to residents. This included services for 5,890 adults receiving adult social care support, 4,671 children receiving children's social care services, and 2,725 households living in temporary accommodation.

Many of the services provided by the Council were essential and relied on the procurement of specialist and often high-cost provision, particularly within adult and children's social care. The cost and availability of housing also continued to place pressure on temporary accommodation budgets, which remained one of the Council's most significant areas of expenditure.

The publication of the outturn report also provided an opportunity to reflect on previous financial decisions made by the Council, including periods during which council tax increases were constrained and reserves were reduced. The current administration recognised the need to identify sustainable and equitable approaches to maintaining services and meeting resident needs within a challenging financial environment.

Officers had continued to work on measures aimed at improving the Council's financial position. The administration acknowledged this work and confirmed its commitment to strengthening financial governance and improving the Council's financial performance over time.

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

- It was explained by the Cabinet member that the Council would not be seeking to cut services, but instead look for progressive solutions to generate revenue. It was additionally stressed that the Council would continue to lobby central government to ensure that services were adequately funded.

- The Cabinet Member highlighted that it was welcomed that the Council currently had estimated a reduced reliance on Exceptional Financial Support (EFS). However, it was noted that future budgetary assumptions were set based on estimations, which would be updated based on demand pressures.
- It was stressed that the Council was awaiting finalisation on grant funding from the Greater London Authority, which had been delayed, and which would give the Council certainty when received. It was stressed that the Council was committed to Council house building.
- It was explained by the Cabinet Member for Housing that many residents felt that they were struggling with current service charges in Council homes and stressed that the Council would need to look carefully at any proposed changes and the potential impact on residents.
- The Cabinet Member for Finance and Corporate explained that the Council was working to create more transparency with the Council's financial position. It was stressed that the Council would be open to ensure openness and transparency regarding officer processes around budgetary responsibility.

RESOLVED:

That Cabinet:

1. Noted the provisional revenue and capital outturn for 2025/26
2. Approved the capital carry forward requests
3. Approved the transfers to/from reserves
4. Approved the budget virements
5. Noted the debt write-offs approved by officers in Quarter 4 of 2025/26
6. Noted the Finance Recovery Closure report

Reasons for decision

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

It was necessary at year end to review the use of reserves and balances considering the financial position during the year and knowledge of the Council's future position and requirements.

Alternative options considered

The Corporate Director of Finance and Resources, as Section 151 Officer, had a duty to consider and propose decisions in the best interests of the authority's finances and

that best support the delivery of the agreed Corporate Delivery Plan outcomes whilst addressing the Council's financial sustainability.

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

10. ENTERPRISE RESOURCE PLANNING PROGRAMME - PHASE 2

The Cabinet Member for Finance and Corporate introduced the report

It was stressed that the Council is focused on improving core services and organisational effectiveness.

It was explained that the Council was currently relying on manual processes and offline spreadsheets to support some finance, human resources and procurement activities. It is considered essential to modernise these systems to support the efficient delivery of services.

It was stressed that the Council needed a modern Enterprise Resource Planning (ERP) system. The risks associated with operating a system approaching obsolescence were recognised, and it was noted that some other local authorities had already implemented replacement solutions. To address this, the administration approved a procurement route and funding envelope, with a final supplier recommendation and confirmed costs to be presented to Cabinet at a later stage.

The Cabinet Member stressed that the procurement of a new system must follow appropriate procurement procedures and demonstrate good value for money. Given the Council's financial position, expenditure would be subject to close scrutiny. However, replacing critical technology infrastructure was vital to ensure both operational effectiveness and service delivery.

It was explained that the proposed investment is intended to improve internal processes and enhance the experience of residents and staff. The aim is to provide systems that are more reliable, accessible and efficient when residents interacted with Council services, including making payments and submitting applications. The administration stated its intention to secure greater value for money from the procurement activity and to focus on efficient and effective use of public resources in support of local communities.

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

- It was stressed that the age of the current system meant that there was limited capacity for linkage of systems across the Council currently. It was explained that the Council was looking to implement the new system to deliver a higher quality of service. It was explained by officers that the new system was aimed to be a high-quality and high-tech system which could utilise some Artificial Intelligence (AI) capability to help ensure a much improved user experience and improved interconnectivity with other Council systems.

- It was noted that the estimated budget envelope was not available in the public report but was available for Members to review in the exempt report so they can see the wider financial implications of the proposal. It was stressed by the Cabinet Member that there were obvious commercial sensitivities preventing publishing the numbers in the public report. Officers stressed that the scoring and methodology for selecting the successful bidder would be available nearer to the point of award.
- It was stressed by the Cabinet Member that the social value and quality of the contract were equally important to the Council. However, it was also stressed that there currently was no set Council social value policy which would have given the Council the framework to achieve better outcomes. It was noted that there were some targeted attempts to improve social value, including requirements to mitigate digital exclusion. Officers explained that the current proposal was an exception in reducing the social value aspect due to the need to target more on digital inclusion. It was explained that the Council will consider cost alongside quality to select the successful bidder. Officers additionally stressed the procurement of this system was very complex, due to the wide range of variables.

RESOLVED:

That Cabinet, after considering the information within the exempt appendices:

1. Approved the Full Business Case for the replacement of the Council's Enterprise Resource Planning (ERP) system, including the procurement of an integrated ERP solution, its implementation, and, if required, business integration and support services.
2. Approved the commencement of two linked procurement activities in accordance with Contract Standing Order (CSO) 2.01(b), comprising:
 - the procurement of an ERP solution, including software, implementation and associated support services; and
 - where considered necessary, the procurement of Business Integration services to support organisational change, adoption and transformation, with the procurement route to be determined following selection of the technology and delivery model.
3. Delegated authority to decide whether to proceed with the procurement of Business Integration services to the Corporate Director of Finance and Resources, in consultation with the Cabinet Member for Finance and Corporate Services.
4. Approved a waiver of Contract Standing Order 6.03, pursuant to CSO 18.01.4(a), allowing the procurement to proceed with a Social Value weighting of 5%.
5. Approved the transformation element of the proposed budget, including implementation, stabilisation, licensing, support and associated costs, to be funded through the Flexible Use of Capital Receipts programme, subject to Full

Council approval of the additional allocation required.

6. Noted that an increase in the revenue budget would be required when the new system became operational in July 2028. This would be considered through the 2028/29 budget-setting process and Medium-Term Financial Strategy.
7. Noted that:
 - the cost estimates were indicative and had been developed using market engagement, benchmarking, risk allowances and contingency provisions;
 - final contract values and the recommended supplier or suppliers would be subject to a future Cabinet decision; and
 - no cashable savings had been assumed at this stage, with potential benefits to be further assessed during procurement and implementation.

Reasons for the decision

The existing SAP ECC platform was approaching the end of mainstream support in December 2027. Following that date, the Council would have become increasingly dependent on third-party support arrangements and faced heightened risks relating to security, payroll operations, legislative compliance, system resilience and audit assurance.

The current system was also limiting operational efficiency. Core Finance, Procurement, Human Resources and Payroll processes relied on manual workarounds, offline spreadsheets, duplicate data entry and fragmented workflows. This increased the risk of errors, reduced efficiency and limited access to timely and reliable management information.

The recommended option was supported by a structured assessment process. The Council undertook market engagement, considered five options, and evaluated them against agreed criteria. Delivery approaches were tested through a Request for Information process and supported by a ten-year total cost of ownership assessment.

The Council was required to procure the technology, implementation, support and associated services in accordance with the Procurement Act 2023, Contract Standing Orders and relevant procurement legislation. The proposed route to market was a further competition through the Crown Commercial Service Back Office Software 2 (BOS2) framework.

The Council confirmed that it was an eligible contracting authority under the framework and that its requirements fell within the framework scope. The Council intended to undertake one, and potentially two, linked procurement exercises in order to:

- secure an integrated ERP solution with clear accountability for implementation and ongoing support; and
- procure specialist Business Integration support, if required, to focus on organisational change, user adoption, process alignment and benefits

realisation.

This approach reflected the Council's assessment that successful ERP implementation required both technology delivery and organisational change capability. The ERP Programme Board also considered whether Business Integration activities could be delivered internally and agreed that this option should remain under review.

If a separate procurement for Business Integration services was required, it would allow the Council to select the ERP technology first and then determine the most appropriate delivery model and support arrangements.

The financial model was developed using a prudent approach. It incorporated varying levels of cost certainty, risk allowances, contingency provisions and did not rely on unverified savings assumptions.

The decision was required to ensure sufficient time to procure, design, implement, test and stabilise a replacement ERP system before risks associated with the existing platform became unacceptable.

Alternative options considered

Do nothing / retain SAP ECC

This option would have retained the existing system and relied on extended support arrangements. It was not pursued because it did not provide a sustainable long-term solution, failed to address existing operational challenges and exposed the Council to increasing security, compliance, support and service continuity risks.

Direct award to the existing supplier

This option involved awarding a contract directly to the incumbent supplier. While considered legally and technically feasible, it was not selected because it would have reduced competition, limited commercial leverage and made it more difficult to demonstrate value for money when alternative suppliers were available within the market.

Competitive ERP procurement (preferred option)

This option involved conducting a competitive procurement exercise to identify the most appropriate ERP solution and delivery model. Following further development of the procurement strategy and market engagement, the proposed approach was to undertake a further competition under the Crown Commercial Service BOS2 framework.

This approach maintained competition, enabled comparison of alternative ERP solutions and delivery models, and provided a compliant and efficient procurement route. It was assessed as offering the best balance of value for money, implementation assurance, delivery confidence and risk management.

Separate systems for individual service areas

This option involved procuring separate systems for areas such as Finance and Procurement, and Human Resources and Payroll. It was not pursued because it would have introduced additional integration requirements, fragmented accountability,

increased data synchronisation risks and generated higher long-term support costs.

The procurement approach could, however, accommodate limited partner components where there was a clear justification and appropriate controls.

Shared service arrangement

This option was also considered but not selected. Market engagement did not identify a shared service model capable of meeting the Council's implementation timetable, governance requirements and operational needs. Existing shared service providers were either unable to accommodate additional councils, were not aligned with the required timescales, or presented significant contractual and delivery risks.

11. ALL VOID WORKS PROCUREMENT

The Cabinet Member for Housing introduced the report.

It was stressed that every empty home in Haringey represented housing stock that was not available for occupation. The shortage of affordable housing, combined with a limited supply of council homes and wider pressures in the housing market, contributed to increasing levels of housing need, homelessness and demand for temporary accommodation. Given the scale of demand, it was important that empty homes were returned to occupation as quickly as possible.

It was explained that the proposal was intended to increase capacity, flexibility and coordination within the existing repairs service, helping to reduce the length of time Council properties remained vacant.

With a further 1,700 council homes planned for delivery over the following five years, a continued high level of tenancy turnover was anticipated, as new homes were often allocated to residents living in temporary accommodation or existing Council housing.

The use of external contractors alongside the Council's in-house service provided additional flexibility and enabled the Council to manage periods of increased demand, including those associated with the completion of new housing developments.

The Council stated its intention to reduce the number of empty homes and make effective use of available housing stock as part of its response to housing need within the borough.

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

- It was explained by the Cabinet Member that the resolution of the voids was a building block to solve other issues, including potentially increasing the number of Council homes in the borough. It was stressed that the proposed contract would undertake minor repairs, as well as larger repairs, to bring housing back into viability.
- Questions were raised regarding some of the quality of repairs of voids, and it was asked whether the Council would ensure that repairs would be robustly

checked for quality. The Cabinet Member stressed that there was a need to create a holistic approach across housing in the Council which would seek to improve quality. It was explained by officers that the Council had a strict regime and detailed surveyance of properties.

- It was explained that there was a wide work stream reviewing strategic voids. It was noted that there had been areas of improvement which had been identified, and that there had been a new manager of strategic voids who would be undertaking work to improve on this.
- It was asked what the capacity in the repairs service would be to monitor these contracts. It was stressed by the Cabinet Member that there had been discussions with the service and Unions to ensure that the work was manageable. It was explained that the repairs service managers would have resource for the different areas of business, which would allow them to place orders directly and task surveys and quality assurers to these voids. It was additionally noted that officers would hold regular contractor meetings to manage the process.

RESOLVED:

That Cabinet, after considering the information within the exempt appendices:

1. Approved the procurement of a multi-service call-off contract to support the delivery of void (empty property) refurbishment, compliance and remediation works across the Council's housing portfolio, as outlined in Section 1, for an initial five-year term with options to extend for up to two additional one-year periods (5+1+1).
2. Noted that further Cabinet reports would be presented following completion of the procurement process, seeking approval to award the contracts. These reports would set out the outcome of the procurement, recommended contractors, contract values, affordability within approved budgets, and any associated financial implications for the Housing Revenue Account and General Fund.

Reasons for the decision

The Council continued to experience demand for void refurbishment, compliance and remediation works across a housing portfolio that included General Needs, Sheltered Housing, Temporary Accommodation, Hostels, Lodges, Acquisitions and Private Sector Leased properties managed by partner organisations. Properties that remained empty were unable to generate rental income and could incur additional costs relating to security, utilities, council tax and deterioration of the asset.

Delays in returning properties to occupation placed additional pressure on homelessness and Temporary Accommodation services by reducing the availability of housing stock and increasing the need for alternative accommodation arrangements. Given the range of property types, varying property conditions and differing service

requirements, the Council required a flexible delivery model capable of responding to changes in demand and supporting the timely re-letting of properties.

The existing delivery model consisted of a combination of in-house resources and multiple contractor arrangements managed across different service areas. This resulted in separate commissioning arrangements, variations in performance management, differing specifications and pricing structures, and limited oversight of overall demand. A single multi-service contract was intended to provide additional capacity, improve coordination, standardise delivery and reporting arrangements, strengthen commercial oversight and reduce void turnaround times.

The anticipated scale and variability of demand across the housing portfolio indicated the need for a coordinated approach. The proposed procurement would establish a multi-provider call-off contract arrangement, enabling the Council to access additional capacity for void refurbishment, compliance and remediation works as required. No minimum value or volume of work would be guaranteed, and works would be commissioned only in response to operational requirements and within approved budgets. The arrangement was intended to provide flexibility, support value for money and assist in reducing rental income loss by returning properties to occupation more quickly.

Alternative options considered

Maintaining the existing arrangements

This option was not pursued. Retaining the existing delivery model would have continued the use of separate commissioning and contractor arrangements across housing services. This would have maintained pressure on in-house resources and limited the Council's ability to respond consistently to variations in demand.

Longer void periods could have reduced the availability of housing stock, increased costs associated with managing empty properties, reduced rental income to the Housing Revenue Account and General Fund, and resulted in higher repair costs where property conditions deteriorated. This option was not considered to provide the capacity or coordinated approach required to address service pressures effectively.

Short-term procurement arrangements

This option was considered but not pursued. While a series of short-term contracts could have provided additional capacity and maintained competition within the market, it would have required repeated procurement exercises and continued a fragmented commissioning approach.

The approach would likely have increased administrative costs, reduced opportunities for longer-term planning and supplier investment, and limited the Council's ability to establish consistent standards, performance management arrangements and pricing mechanisms. It was considered less effective in improving void turnaround performance, reducing rental loss and achieving value for money.

Fully in-sourced delivery model

This option was also considered but not pursued. The Council already operated an in-house voids service with a dedicated management structure and three teams of

operatives, which was performing well against agreed targets. Historically, void refurbishment, compliance and remediation works had been delivered through a hybrid model combining in-house resources with external contractors to provide additional capacity, resilience and specialist expertise.

Although expanding the in-house service to undertake all works was considered, a fully in-sourced approach would have reduced flexibility in responding to fluctuations in demand. Demand for void works varied according to factors such as tenancy turnover, property condition, compliance requirements, housing acquisitions, regeneration activity and housing delivery programmes.

For example, neighbourhood moves schemes and regeneration-related moves could increase the number of void properties requiring inspection and refurbishment, while variations in property condition could significantly affect the scale and complexity of works required. As a result, both the volume and nature of demand could change considerably over time.

Maintaining sufficient in-house capacity to manage periods of peak demand would have required a substantially larger workforce than needed under normal operating conditions, creating a risk of underutilisation during quieter periods and reducing value for money. A fully in-sourced model would also have required significant investment and a lengthy mobilisation period to recruit, train and develop additional staff and management capacity.

The principal limitation of this option was its reduced flexibility and scalability. By contrast, the continuation of a hybrid model enabled the Council to retain its core in-house service while accessing external capacity when required. This provided greater flexibility, resilience and scalability, supported the timely return of homes to occupation and offered a more balanced approach to service delivery.

12. REPORT FOR APPROVAL OF THE CONTRACT FOR PHASE 1(A) OF THE HIGH ROAD WEST SCHEME, DEMOLITION OF 2-32 WHITEHALL STREET, AND THE MANAGEMENT PLAN FOR THE LOVE LANE ESTATE.

The Cabinet Member for Housing introduced the report.

Haringey required additional council housing to help meet local housing need. The borough continued to experience significant housing pressures, including high private rental costs, increasing demand for housing assistance and a risk of homelessness for some residents.

The development at High Road West would deliver 61 new Council homes, providing additional affordable housing and supporting the rehousing of Love Lane Estate residents.

The Council also sought to maximise the use of existing housing stock by bringing empty properties back into occupation wherever possible, including for households experiencing homelessness.

The new homes were intended to provide accommodation that met residents' needs, including appropriate space standards and, where required, suitable adaptations.

The development formed part of the longer-term regeneration of the Love Lane Estate. Existing vacant and derelict buildings would be demolished and replaced with new homes. The programme also included ongoing investment in estate management during the transition and redevelopment period.

The Council stated that residents would remain central to the redevelopment process. Measures would be put in place to maintain safety during the works and to create temporary community spaces where appropriate. Existing Love Lane tenants would retain the right to return and would be given the first opportunity to move into newly completed homes.

The administration confirmed its commitment to delivering Council homes at Council rent levels and viewed the scheme as an important step in increasing the supply of affordable housing and progressing the redevelopment of the Love Lane Estate.

Following questions from Councillors Joseph, Blake, Cawley-Harrison, Johnson and Ali the following information was shared:

- It was noted that the Council had announced plans to purchase around 500 homes to house residents on the estate.
- It was stressed that there was a need to reach out to the community to take their views into account. There was work underway by officers to understand the need of residents. It was explained that the Council would be working with the housing team to help residents through the process of the development of the estate.
- It was explained that there was an opportunity to utilise temporary spaces for community use.
- It was highlighted that the administration believed the best way to deliver homes was through the development of Council housing. It was stressed that speculative housing development was not a priority for the administration. The Cabinet Member stressed that the administration supported Council house building at affordable rents.
- The Cabinet Member explained that the management plan highlighted a more strategic method of spending to ensure viability. It was stressed that there would be work to ensure financial sustainability with developers.
- The Cabinet Member explained that the Estate Management Plan had been developed to help support residents, and included safety and compliance inspections, cleaning, security and other measures to ensure that the residents were supported. It was stressed that the Estate Management Plan would be flexible to meet the need of residents.

RESOLVED:

That Cabinet, after considering the information within the exempt appendices:

1. Approved the appointment of Contractor A, identified in the exempt section of the report, to undertake the demolition of Whitehall Lodge and 2–32 Whitehall Street and to deliver 61 new Council homes at High Road West Phase 1A, for the contract value and contingency amount set out in the exempt report.
2. Approved the appropriation of Council-owned land within the Phase 1A site, comprising both General Fund and Housing Revenue Account land, for planning purposes under Section 122 of the Local Government Act 1972. The appropriation was to take place following demolition of the existing buildings on the site.
3. Agreed that the appropriation for planning purposes was temporary and necessary to enable demolition, site preparation and construction works required for the development.
4. Approved the use of the Council's powers under Section 203 of the Housing and Planning Act 2016, following appropriation of the land, to override easements and other third-party rights or interests that could impede the development of the Phase 1A site.
5. Approved the subsequent appropriation of the Phase 1A site for housing purposes under Section 19 of the Housing Act 1985 following practical completion of the new-build development.
6. Delegated authority to the Director of Capital Projects and Property, in consultation with the Director of Finance and Resources, the Cabinet Member for Housing and the Monitoring Officer, to:
 - implement the appropriations referred to in the report and determine their timing;
 - take all necessary steps to enable reliance on Section 203 of the Housing and Planning Act 2016; and
 - agree the terms of, and authorise payment of, any compensation required as a result of exercising those powers.
7. Delegated authority to the Cabinet Member for Housing to approve extensions to the construction and consultancy contracts up to the maximum value set out in the exempt section, subject to approval through the Housing Delivery contingency process.
8. Approved the total scheme cost for Phase 1A as set out in the exempt report.
9. Approved the issue of a letter of intent for up to 10% of the contract value specified in the exempt report.
10. Approved implementation of the Love Lane Estate Management Plan and the associated budget set out in the exempt report. The plan included provision for future decommissioning and demolition, site security and investment in blocks

scheduled for later phases of redevelopment.

11. Approved the commencement of procurement exercises under Contract Standing Order 2.01(b) for site security, decommissioning and demolition works relating to the Ermine, Charles and Moselle blocks once residents had been rehoused and the blocks vacated.
12. Delegated authority to the Cabinet Member for Housing, through a Cabinet Signing process, to approve the award of contracts for site security, decommissioning and demolition of the Ermine, Charles and Moselle blocks where contract values exceeded £500,000.
13. Agreed a total budget of £1.1 million for delivery of the Love Lane Estate Management Plan.
14. Delegated authority to the Director of Placemaking and Community Development to submit funding applications and receive and spend any funding secured in relation to temporary uses on the Love Lane Estate following demolition and before redevelopment, in accordance with Contract Standing Orders.

Reasons for the decision

The recommendations enabled the delivery of High Road West Phase 1A, which would provide 61 affordable homes on Council-owned land. The development would support the rehousing of more than half of the existing residents of the Love Lane Estate into permanent homes in accordance with the commitments set out in the Love Lane Landlord Offer, which had previously been supported through a resident ballot. As existing properties became vacant, subsequent phases of the High Road West programme would be able to proceed.

Planning permission for the wider High Road West scheme, including detailed consent for Phase 1A, was granted in October 2021. A subsequent non-material amendment was approved in July 2023. The site was therefore ready to move into the construction phase, and the report represented the final member-level approval required before implementation.

Contractor A was identified through a formal tender process. Approval of the contract award and land appropriation enabled the Council to enter into the construction contract and proceed with the development works.

The Love Lane Estate Management Plan was intended to ensure that the estate remained safely and effectively managed prior to redevelopment. The plan sought to support housing management, health and safety and community safety responsibilities, while also improving the living conditions of residents remaining on the estate during the rehousing process.

The block at 2–32 Whitehall Street formed part of Phase 1B of the wider Development Agreement. As the earliest anticipated transfer of the site for redevelopment was not expected until 2028, the block remained vacant and was experiencing anti-social

behaviour issues affecting the surrounding area. Demolition was proposed to address these issues and create the opportunity for interim uses of the site that could benefit the local community. Any temporary use would remain compatible with future redevelopment proposals.

Delegated authority for future site security, decommissioning and demolition contracts was intended to ensure that the Council could implement the Estate Management Plan in a timely manner. The plan was designed to address health and safety considerations, support the management of vacant properties and maintain the effective operation of the estate during phased redevelopment. It also sought to retain the use of lower-rise blocks for housing where feasible during the transition period.

Alternative options considered

Not proceeding with the housing development

The Council considered not developing the site for housing. This option was not pursued because it would not have supported the delivery of additional affordable homes.

Not appropriating the land for housing purposes

The Council considered not appropriating the land for housing purposes following completion of the works. This option was not pursued because it could have prevented the new homes from being occupied and therefore hindered the delivery of the development.

Retaining Whitehall Lodge as temporary accommodation

The Council considered retaining Whitehall Lodge for temporary accommodation use. This option was not pursued because the site was required for Phase 1A. It would also have left a partially demolished site that was experiencing anti-social behaviour issues. In addition, the building was not considered suitable for long-term temporary accommodation use.

Not implementing the Love Lane Estate Management Plan

The Council considered not implementing the Estate Management Plan and not delegating authority to procure the associated contracts. This option was not pursued because delays in securing the necessary services could have reduced the Council's ability to manage vacant properties, address anti-social behaviour, maintain health and safety standards and support phased rehousing effectively.

Retaining 2–32 Whitehall Street until redevelopment

The Council considered retaining 2–32 Whitehall Street and securing the building until redevelopment commenced. This option was not pursued because it would have continued to present risks associated with anti-social behaviour and would not have allowed interim community uses of the site to be explored.

The Council also considered bringing the building back into residential use prior to redevelopment. This option was not pursued because it would have required substantial investment that was not considered proportionate given the anticipated redevelopment timetable and the fact that the block was already vacant.

13. MINUTES OF OTHER BODIES

The minutes of other bodies were discussed.

RESOLVED:

The minutes of other bodies were noted.

14. SIGNIFICANT AND DELEGATED ACTIONS

The Significant and Delegated Actions were discussed.

RESOLVED:

The Significant and Delegated Actions were noted.

15. NEW ITEMS OF URGENT BUSINESS

There were none.

16. 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).

17. EXEMPT: ENTERPRISE RESOURCE PLANNING PROGRAMME - PHASE 2

The exempt information was discussed.

RESOLVED:

The exempt information was noted and agreed.

18. EXEMPT: ALL VOID WORKS PROCUREMENT

The exempt information was discussed.

RESOLVED:

The exempt information was noted and agreed.

19. EXEMPT: REPORT FOR APPROVAL OF THE CONTRACT FOR PHASE 1(A) OF THE HIGH ROAD WEST SCHEME, DEMOLITION OF 2-32 WHITEHALL STREET, AND THE MANAGEMENT PLAN FOR THE LOVE LANE ESTATE.

The exempt information was discussed.

RESOLVED:

The exempt information was noted and agreed.

20. NEW ITEMS OF EXEMPT URGENT BUSINESS

There were none.

CHAIR: Councillor Mark Blake

Signed by Chair

Date

Report for: Cabinet – 15 September 2026

Item Number: 9

Title: Matters Referred to Cabinet by the Overview & Scrutiny Committee
– Scrutiny Review on the Prevention of Violence Against Women and Girls

Report authorised by: Sara Sutton, Corporate Director of Adults, Housing and Health

Lead Officer: Will Maimaris/Chantelle Fatania

Ward(s) affected: N/A

Report for Key/

Non-Key Decision: Non-Key Decision

1. Describe the issue under consideration

- 1.1 This report sets out the proposed Cabinet response to the recommendations of the Overview & Scrutiny Committee review on the Prevention of Violence Against Women & Girls which is attached as Appendix 1 to this report.

2. Cabinet Member Introduction

- 2.1. Safeguarding is one of the most important areas of work we do as a Council. Violence against women and girls is not a niche policy issue; it is a fundamental question of safety and equality in our borough. Every day, women and girls in Haringey live with the reality of fear, control and abuse, in their homes, in their relationships, and too often in public spaces.
- 2.2. We know that the scale of this violence is vast, and we also know that the current system is not good enough. Survivors still face barriers to accessing support. Services are fragmented. And too many women and girls, including those from our most marginalised communities, do not feel protected
- 2.3. That is why I welcome the Overview and Scrutiny Committee's review on the prevention of violence against women and girls. It is rigorous, it is honest, and it pushes us to go further and faster. It focuses on two crucial fronts: what we do in schools to prevent harmful attitudes and behaviours before they take root, and what we do in communities to make sure that no one is left behind when they need help.

- 2.4. As a Green administration, we believe that tackling violence against women and girls is inseparable from our wider mission to fight inequality, challenge discrimination and build a fairer society. That means we must be uncompromising in our commitment to women and girls, whether they are trans or cisgender, as well as recognising the violence, abuse and harassment faced by gender diverse people.
- 2.5. Our response to the recommendations reflects that commitment. We are strengthening training for staff, expanding community-based support, improving how we learn from short-term projects, and linking our VAWG work to suicide prevention and bereavement support. We are also committing to a new GBV Strategy that will be developed from 2027, with a strong focus on children and young people, including specific attention to online harms.
- 2.6. On trans inclusion, I want to be equally clear. Trans people, including trans women, trans men and non-binary people, experience high levels of domestic abuse, sexual violence and harassment, and they face additional barriers when seeking help. Our approach must ensure that we have a range of services that are safe, accessible and non-discriminatory.
- 2.7. Given this fact, there is a strong case for moving towards “gender based violence (GBV)” as a broader framing, because it better captures the reality that violence rooted in gender does not only affect women and girls, while still allowing us to keep focus on the forms of abuse that do disproportionately affect them. We are therefore committing to a new more widely focussed Gender Based Violence Strategy that will be developed from 2027, with a strong focus on children and young people, including specific attention to online harms
- 2.8. We will not solve this crisis overnight. But we can be the Council that refuses to look away, that refuses to treat this as “someone else’s problem”, and that refuses to accept a world where people are expected to live with fear of gender-based violence. I am proud that this Cabinet is taking forward a response that is practical, honest about constraints, and firmly rooted in our values. I commend the report.
- 2.9. I am proud that this Cabinet is taking forward a response that is practical, honest about constraints, and firmly rooted in our values. I commend the report.

3. Recommendations

That Cabinet:

- 3.1 Note the recommendations of the Overview & Scrutiny Committee as attached at Appendix 1.

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

4. Reasons for decision

- 3.1 This report is put forward by Overview and Scrutiny in accordance with Part Four, Section G, Overview & Scrutiny Procedure Rules, paragraph 1.3 (vi) which outlines that following approval by the Overview and Scrutiny Committee, the final report and recommendations will be presented to the next available Cabinet meeting. Under the agreed protocols, the Overview and Scrutiny Committee (OSC) has responsibility for all overview and scrutiny functions on behalf of the Council, where the OSC can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may: (a) Review or scrutinise decisions made or actions taken in connection with the discharge of any of the Cabinet's or Council's functions. (b) Make reports and recommendations to the full Council, the Cabinet or relevant non-Executive Committee in connection with the discharge of any functions. (c) Make reports or recommendations on matters affecting the area or its inhabitants.
- 4.2. On 11th March 2026, the Overview & Scrutiny Committee approved the Review on the Prevention of Violence Against Women & Girls and agreed to send the recommendations to Cabinet for response.

5. Alternative options considered

- 5.1 None. Part Four, Section G, Overview & Scrutiny Procedure Rules provide at paragraph 11, that final reports and recommendations will be presented to the next available Cabinet meeting.

6. Background Information

- 6.1 The prevention of Violence Against Women & Girls (VAWG) was identified as a high priority as part of a 'Scrutiny Café' consultation event. Based on feedback from this event, information that had been received through previous scrutiny sessions and further discussions with officers from the Public Health team, the Committee's main interest focused on two key areas of VAWG policy: Schools-based VAWG prevention and Community-based VAWG prevention.
- 6.2 **Schools-based VAWG prevention:** "Developing a Coordinated Community Response (CCR)" and "Prevention" were two of the four key priorities of the Council's VAWG Strategy (2016-2026) and involved all agencies working together in partnership. The Committee was informed that part of the Council's CCR and Prevention work had involved the commissioning of a small pilot project involving a worker going into schools in the Borough to speak to pupils about healthy relationships. There had been discussion at previous scrutiny

sessions about the need to tackle attitudes and behaviour in boys at an early age to reduce the incidences of VAWG in the future. The Committee therefore determined to examine the local approach to schools-based engagement on VAWG.

6.3 **Community-based VAWG prevention:** Another part of the Council's CCR had involved the development of a Community Engagement model with some specific areas of working with local partners in the community and voluntary sector including:

- Identifying and training Safe Spaces and Community Initiatives
- Recruiting and training VAWG Community Champions
- Co-producing an effective Communications Campaign with partners

6.4 The Committee had also heard through the Scrutiny Café consultation event that some women and girls in Haringey who were affected by VAWG did not always find it easy to access support. The Committee therefore determined to examine the local approach to community-based engagement on VAWG.

6.5 Evidence and background information was received from national and local organisations including Mind in Haringey, Respect, AAFDA (Advocacy After Fatal Domestic Abuse), Hearthstone, the Metropolitan Police, the MARAC Coordinator and the Council Children's Services and VAWG team.

6.6 The recommendations of the Review are set out in full on page 4 of the Committee's report (**APPENDIX A**). These include recommendations on the wider use of educational programmes in schools, the future adoption of a 'whole-school approach' on VAWG, the expansion of domestic abuse awareness training for Council staff, the promotion of Domestic Abuse Housing Alliance accreditation for housing providers in Haringey and improved support for people affected by a VAWG related homicide or suicide.

7. Contribution to strategic outcomes

7.1 A reduction in Violence Against Women and Girls (VAWG) was included as a outcome area in the Council's Corporate Delivery Plan (CDP) 2024-26 under the 'Safer Haringey' theme.

7.2 The specific activities listed in the CDP were:

- *Continue to develop and pilot work on a Safer Parks for Women and Girls Network.*
- *Increase the number of safe havens in local businesses for women to use at night.*
- *Develop a new training offer to raise awareness and support professionals and residents in accessing the diverse VAWG services available, ensuring victims are signposted to the correct support in a*

timely manner, supporting prevention, and promoting earlier intervention.

- Coordinate and introduce a VAWG residents association, and a training offer for residents.*
- Create a VAWG and housing pathway that supports all teams in both internal housing and external domestic abuse services.*
- Hearthstone to collaborate with Haringey Repairs Team to develop an improved service offer and process for the Sanctuary scheme.*
- Continue to improve our housing response to domestic abuse by working towards Domestic Abuse Housing Accreditation (DAHA) within Housing Demand and Placemaking and Housing.*

8. Carbon and Climate Change

- 8.1 There are no significant implications for carbon and climate change as part of this Review.

9. Statutory Officers comments

9.1. Finance and Procurement

- 9.1.1. There are no financial implications arising from the recommendations set out in this report.

9.2. Legal

- 9.2.1. Under Section 9F Local Government Act 2000, Overview and Scrutiny Committee (OSC) have the powers to review and scrutinise decisions made or other action taken in connection with the discharge of any executive and non executive functions and to make reports or recommendations to the executive or to the authority with respect to the discharge of those functions
- 9.2.2. OSC also have the powers to make reports or recommendations to the executive or to the authority on matters which affect the authority's area or the inhabitants of its area. In order to discharge this scrutiny function, OSC has appointed Scrutiny Review Panels.
- 9.2.3. The OSC has conducted a review into Violence Against Women and Girls and made a number of recommendations to Cabinet that has been approved by the committee. Under Section 9FE of the Local Government Act 2000, there is a duty on Cabinet to respond to the scrutiny report, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.

- 9.2.4. OSC recommends that the council reviews its VAWG Policy to ensure it reflect the Equality Act 2010 and the Supreme Court ruling on the meaning of sex within the Equality Act 2010. Any review of the VAWG policy should take account of the current statutory framework and the Equality and Human Rights Commission (EHRC) Statutory Code due to come into effect on the 5th August 2026.

9.3. **Equality**

- 9.3.1. The Council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

- 9.3.2. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

- 9.3.3. The Overview & Scrutiny Committee has considered the Public Sector Equality Duty through evidence gathering and final reporting. The Review terms of reference and recommendations are directly related to the requirements listed under paragraph 9.6 including the prevention of discrimination, harassment and victimisation of women and girls based on their sex.

- 9.3.4. The report references the implications of the 2025 Supreme Court Ruling on VAWG Policy. The Equality and Human Rights Commission (EHRC) Statutory Code of Practice, services, public functions and associations is due to come into effect on the 5th August 2026. Whilst the Code is not legislation, it is statutory guidance issued under the Equality Act 2006. Public Authorities must have regard to the Code in exercising their public functions.

10. **Use of Appendices**

APPENDIX A – Scrutiny Review on Prevention of Violence Against Women & Girls.

APPENDIX B – Response to Recommendations of the Scrutiny Review.

Scrutiny Review – Prevention of Violence Against Women & Girls

A Review by the Overview & Scrutiny Committee – 2025/26	
Committee Membership	Cllr Matt White (Chair)
	Cllr Pippa Connor (Vice-chair)
	Cllr Makbule Gunes
	Cllr Anna Lawton
	Cllr Adam Small

scrutiny@haringey.gov.uk

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1. Chair's Foreword

Our review sets a clear, practical plan to support the good partnership work already taking place to prevent VAWG, strengthen support for survivors and build trust. We hope our recommendations provide a focus on areas not yet focused on and support the work on the updated council strategy for preventing violence against Women and Girls. We have put forward actions for improving signposting for those bereaved by VAWG-related homicide or suicide and to have closer alignment with the Suicide Prevention Strategy. We want Family Hub Navigators to be fully VAWG-trained and for young people will co-design the new strategy.

We also recommend that Schools adopt a whole-school approach, expand POW, and engage parents from diverse backgrounds.

We further include some tangible actions that can be taken forward such as mandating frontline training, promoting community-wide awareness (including faith settings), work with Police to boost reporting confidence and updates, encouraging DAHA accreditation.

I want to thank all officers, partners, stakeholders and committee members that have given their time to support this far-reaching review. I would also like to thank Cllrs Cathy Brennan, Emine Ibrahim and Mary Mason, who joined the Committee's evidence sessions, for their valuable contributions to the Review.

Cllr Matt White, Chair – Overview & Scrutiny Committee

2. Recommendations

Domestic Abuse Awareness training	
1	The Committee welcomed the introduction of mandatory Domestic Abuse Awareness training for all Council staff and suggested that the uptake and impact of this training should be monitored, including an assessment of the number of VAWG interventions and referrals made by staff over time. The Committee also recommended that mandatory specialist training should be provided for members of staff who deliver services directly to residents.
2	The Committee recommended that Domestic Abuse Awareness training should also be made available to the wider community and voluntary sector in Haringey so that more people in a position to intervene are trained to recognise the signs of domestic violence and emotional abuse.
End of Project reports	
3	Commenting on general issues associated with a local strategic approach, the Committee recommended that, given the short-term nature of some government funded projects, the VAWG team should assemble end of project reports with a brief introduction on the learnings and the future viability of projects within the lifetime of the upcoming local strategy.
Support for people affected by VAWG-related homicide or suicide	
4	That the Council should signpost to specialist support services, advice and guidance which could be of help to people who have been bereaved by a VAWG-related homicide or suicide.
5	That the local VAWG Strategy should be linked to the local Suicide Prevention Strategy and its strategic objective of supporting people bereaved by suicide.
Schools	
6	Educational programmes such as Protect Our Women (POW) should be delivered in all Haringey secondary schools as there is only partial coverage currently.
7	That the development of a whole-school approach on VAWG in Haringey schools should be a stated objective of the Council, that a detailed implementation plan should be established within 12 months and that funding should be sought to develop a pilot programme.
Family Hubs	
8	That all Family Hub Navigators are fully VAWG trained so that they can identify individuals and families affected by VAWG and that advice, guidance and referrals to support services is provided within the Family Hubs.
Children & Young People	
9	For the consultation on the new VAWG Strategy for Haringey to proactively involve young people, across different communities and areas of the Borough.
10	For the new VAWG Strategy for Haringey to include a strong emphasis on the needs of children and young people who are affected by VAWG, including online harms.

11	To establish long-term co-design structures to include children and young people in the development of VAWG policies in Haringey.
Housing	
12	That the Council should promote Domestic Abuse Housing Alliance (DAHA) accreditation to other housing providers in Haringey.
MARAC (Multi-Agency Risk Assessment Conference)	
13	That the Cabinet Member should emphasise to all multi-agency partners the Council's strong support for the MARAC coordination of action plans and the importance of ensuring that this process operates effectively when brought in-house from April 2026.
Police	
14	That advice for women and girls on the options available to them to report concerns and/or specific incidences of VAWG crime to the Police should be included in the new local VAWG strategy, through local VAWG-related services and wider communications on VAWG issues.
Supreme Court Ruling & the Equality Act	
15	That a review be carried out of the council's VAWG policy, and all services and risk assessments, to ensure they reflect the definition of "sex" in the Equality Act as established by the Supreme Court ruling in 'For Women Scotland v The Scottish Ministers'.
16	To ensure that specialist provision is available in Haringey for people who fall outside of the legal definition.

3. Context to the Review

3.1 A reduction in Violence Against Women and Girls (VAWG) is included as a specific outcome area in the Council's Corporate Delivery Plan 2024-26 under the Safer Haringey theme.¹ The specific activities listed are:

- Continue to develop and pilot work on a Safer Parks for Women and Girls Network.
- Increase the number of safe havens in local businesses for women to use at night.
- Develop a new training offer to raise awareness and support professionals and residents in accessing the diverse VAWG services available, ensuring victims are signposted to the correct support in a timely manner, supporting prevention, and promoting earlier intervention.
- Coordinate and introduce a VAWG residents association, and a training offer for residents.
- Create a VAWG and housing pathway that supports all teams in both internal housing and external domestic abuse services.
- Hearthstone to collaborate with Haringey Repairs Team to develop an improved service offer and process for the Sanctuary scheme.
- Continue to improve our housing response to domestic abuse by working towards Domestic Abuse Housing Accreditation (DAHA) within Housing Demand and Placemaking and Housing.

3.2 The Council's Violence Against Women and Girls (VAWG) Strategy for 2016-2026 sets out the Council's vision to make Haringey one of the safest boroughs in London for women and girls in which no form of abuse is tolerated.

3.3 The Overview & Scrutiny Committee held a 'Scrutiny Café' community consultation event in September 2022, to help identify priorities for the Committee's 2022-24 work programme. The prevention of Violence Against Women & Girls (VAWG) was identified as a high priority. The feedback received was that there needed to be more funding and staff for VAWG services, that victims could experience deep-rooted trauma but often experienced difficulties in accessing support and that VAWG was an issue that particularly affected young people and so more support was needed in schools.

3.4 Based on information that had been received through previous scrutiny sessions, the feedback from the Scrutiny Café consultation event and further discussions with officers from the Public Health team, the Committee's main interest focused on two key areas of VAWG policy: Schools-based VAWG prevention and Community-based VAWG prevention.

3.5 **Schools-based VAWG prevention:** "Developing a Coordinated Community Response (CCR)" and "Prevention" were two of the four key priorities of the Council's VAWG Strategy (2016-2026) and involved all agencies working together in partnership. The Committee was informed that part of the Council's CCR and Prevention work had involved the

¹ p.41, Corporate Delivery Plan 2024-26 https://www.haringey.gov.uk/sites/default/files/2024-08/haringey_corporate_delivery_plan_2024-2026.pdf

commissioning of a small pilot project involving a worker going into schools in the Borough to speak to pupils about healthy relationships. There had been discussion at previous scrutiny sessions about the need to tackle attitudes and behaviour in boys at an early age to reduce the incidences of VAWG in the future. The Committee therefore determined to examine the local approach to schools-based engagement on VAWG.

3.6 **Community-based VAWG prevention:** Another part of the Council's CCR had involved the development of a Community Engagement model with some specific areas of working with local partners in the community and voluntary sector including:

- Identifying and training Safe Spaces and Community Initiatives
- Recruiting and training VAWG Community Champions
- Co-producing an effective Communications Campaign with partners

3.7 The Committee had also heard through the Scrutiny Café consultation event that some women and girls in Haringey who were affected by VAWG did not always find it easy to access support. The Committee therefore determined to examine the local approach to community-based engagement on VAWG.

4. Terms of reference & Committee membership

Terms of Reference

4.1 The terms of reference for the Scrutiny Review were to review the current arrangements for specific areas of VAWG prevention in Haringey under the remit of the Council's VAWG Strategy 2016-26 including:

- the Council's approach to schools-based engagement on VAWG, including the progress of recent pilot projects, the likely future resource requirements, national policy/guidance and approaches to school-based engagement elsewhere in London and the UK that Haringey could potentially learn from.
- the Council's approach to community engagement on VAWG, including the progress of recent work in this area, the likely future resource requirements, national policy/guidance and approaches to community engagement elsewhere in London and the UK that Haringey could potentially learn from.

Committee Membership

4.2 The terms of reference for the Scrutiny Review were approved by the Overview & Scrutiny Committee in October 2022 and evidence sessions were held with a range of witnesses between December 2022 and March 2024. Following a delay to the progress of the Review, updates were received by Council officers and recommendations were proposed by the Committee in 2025.

4.3 The membership of the Overview & Scrutiny Committee that approved the terms of reference for the Review and participated in the earlier evidence sessions was:

Councillors: Cllr John Bevan (Chair), Cllr Pippa Connor, Cllr Makbule Gunes, Cllr Michelle Simmons-Safo & Cllr Matt White.

- 4.4 The membership of the Overview & Scrutiny Committee that completed the evidence sessions for the Review was:

Councillors: Cllr Matt White (Chair), Cllr Pippa Connor, Cllr Makbule Gunes, Cllr Anna Lawton & Adam Small.

- 4.5 The Committee was also assisted in the evidence sessions and deliberations on recommendations by other Councillors with an interest and expertise in the prevention of Violence Against Women and Girls. These were Cllr Cathy Brennan, Cllr Emine Ibrahim and Cllr Mary Mason.

5. Background to Violence Against Women and Girls in England

Definition of Violence Against Women and Girls (VAWG)

- 5.1 The United Nations defines violence against women and girls as *“any act of gender-based violence that results in, or is likely to result in, physical, sexual, or mental harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.”*²

- 5.2 The Committee was informed by the Consultant in Public Health at the Council that ‘Violence Against Women and Girls’ was an umbrella term that referred to acts of violence or abuse that disproportionately affected women and girls, noting that the crimes and behaviours covered by this term were varied. The Council’s VAWG Strategy, published in 2016, states that VAWG includes violence that is targeted at women or girls because of their gender or affects women and girls disproportionately. Examples of VAWG given include:

- Sexual violence, abuse and exploitation
- Sexual harassment and bullying
- Stalking
- Trafficking
- Domestic violence and abuse
- Coercive and controlling behaviour
- Female genital mutilation (FGM)
- Forced marriage
- Crimes committed in the name of ‘honour’ (so-called ‘honour’ based violence)

- 5.3 The UK Government’s national VAWG Strategy states that violence against women and girls covers *“a wide range of crime types and behaviours that are disproportionately experienced by women and perpetrated by men.”*³ These include:

- Domestic abuse;
- Stalking;
- Sexual violence, including rape and other sexual offences;
- Sexual harassment;

² World Health Organization factsheet <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>

³ p.15, Freedom from Violence and Abuse: A cross-government strategy to build a safer society for women and girls, UK Government (Dec 2025)
https://assets.publishing.service.gov.uk/media/697c7e14043a4ade0f7b503f/31.260_VAWG_01_Strategy_Slip_FINAL_v5_290126_WEB.pdf

- ‘Honour’-based abuse (HBA), including forced marriage and female genital mutilation (FGM);
- Online and technology-facilitated abuse, including ‘cyberflashing’ and non-consensual intimate image abuse;
- Fatal VAWG, including domestic homicides, femicides, and suicides and sudden or unexplained deaths which occur in the context of abuse;
- Sexual exploitation, including in relation to prostitution and human trafficking;
- Spiking

Extent of VAWG

- 5.4 The World Health Organization estimates that about 30% of women worldwide have been subjected to either physical and/or sexual intimate partner violence or non-partner sexual violence in their lifetime. It states that most of this violence is intimate partner violence and that about 27% of women worldwide have been subjected to some form of physical and/or sexual violence by their intimate partner.⁴
- 5.5 In February 2025, the End Violence Against Women Coalition (EVAW) published a Snapshot Report for 2024/25, on VAWG in the UK which included the following statistics from a range of sources⁵:
- A total of 69,958 rape offences were registered in England and Wales in the year ending September 2024, according to the Office for National Statistics (ONS).
 - The Crime Survey for England and Wales (CSEW) estimated that 4.5% of people aged 16 years or over experienced domestic abuse in the year ending September 2024. In the same period there were 827,609 domestic abuse-related offences recorded by the police in England and Wales.
 - At least 80 women in the UK were killed in 2024, in circumstances where a man or men were the principal suspect.
 - There were 2,755 so-called ‘honour-based’ abuse-related offences recorded by Police in England and Wales in the year ending March 2024. This included 201 forced marriage offences and 111 female genital mutilation (FGM) offences.
 - Data from the Office for National Statistics (ONS) showed that almost a quarter of young women aged 16-24 had experienced sexual harassment in the past year.
- 5.6 The UK Government’s national VAWG Strategy states that domestic abuse, stalking and sexual assault affected 5.1 million victims in the year ending March 2025, adding that this did not include victims of other VAWG crimes and behaviours, such as sexual harassment, online and technology-facilitated abuse, and teenage relationship abuse.
- 5.7 Haringey Borough recorded the 10th highest number of Domestic Abuse Offences in London (from 32 Boroughs) with 3,059 in the year to Jan 2026 which equated to 10.8 per 1,000 of the population. In terms of domestic violence with injury, Haringey Borough also recorded

⁴ World Health Organization factsheet <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>

⁵ VAWG snapshot – Fifth edition (Feb 2024) https://www.endviolenceagainstwomen.org.uk/wp-content/uploads/2025/04/EWAC_Snapshot_2024_web.pdf

the 10th highest figures in London with 662 incidents in the year to Jan 2026.⁶ It should be noted that the Crime Survey of England and Wales has found that fewer than 20% of domestic abuse victims and survivors report to the police and so the true number of offences will be considerably higher.⁷

Strategic approach to tackling VAWG

5.8 The World Health Organization states that “*preventing and responding to violence against women requires a multi-sectoral approach*”⁸, and that specific actions that can be taken by the health sector are to:

1. Advocate to make violence against women unacceptable and for such violence to be addressed as a public health problem.
2. Provide comprehensive services, sensitize and train health care providers in responding to the needs of survivors holistically and empathetically.
3. Prevent recurrence of violence through early identification of women and children who are experiencing violence and providing appropriate referral and support.
4. Promote egalitarian gender norms as part of life skills and comprehensive sexuality education curricula taught to young people.
5. Generate evidence on what works and on the magnitude of the problem by carrying out population-based surveys or including violence against women in population-based demographic and health surveys.

5.9 **National strategy** - The UK Government’s most recent national VAWG strategy was published in December 2025⁹. The implementation of the Strategy involves a cross-government VAWG Ministerial Group which meets quarterly to review progress, drive next steps and report back to the Prime Minister.

5.10 The three objectives of the national Strategy are:

- **Prevention and Early Intervention** – This section includes action to:
 - Supporting schools to challenge misogyny.
 - Safeguarding young people by making the UK one of the hardest places for children to access harmful content and misogynistic influences online.
 - Building a positive, aspirational agenda for men and boys.
- **Relentless Pursuit of Perpetrators** – This section includes action to:
 - Embed domestic abuse specialists into emergency response.
 - Ensure that there are dedicated teams to respond to rape and sexual offences.
 - Increase the use of enforcement technologies.
 - Driving cultural change so that VAWG is treated on an equal footing with other serious crimes.
- **Support** – This section includes action to support victims/survivors by:

⁶ Crime data: <https://public.tableau.com/app/profile/metropolitan.police.service/viz/MonthlyCrimeDataNewCats/Coversheet>

⁷ p.12, *Shifting the Scales* report, Domestic Abuse Commissioner (Jan 2025) https://domesticabusecommissioner.uk/wp-content/uploads/2025/01/dac_cjs-report_main_FINAL-DIGITAL.pdf

⁸ World Health Organization factsheet <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>

⁹ *Freedom from violence and abuse: a cross-government strategy*, December 2025
<https://www.gov.uk/government/publications/freedom-from-violence-and-abuse-a-cross-government-strategy>

- Delivering a whole-of-government approach to improve access to housing, health and justice.
 - Reform the court system based on a trauma-informed approach to improve and enhance access to justice.
 - Reform the commissioning of services so that provision is fit for purpose and based on what victims and survivors need.
- 5.11 The national VAWG strategy is also supported by an Action Plan¹⁰ which includes greater detail on the actions above and how they will be implemented and a summary of evidence.¹¹
- 5.12 **Regional strategy** - The Mayor of London has a VAWG Strategy for 2022-2025¹² and this is expected to be refreshed soon. The Strategy aims to place a strong emphasis on partnership working, prevention and education across a wide range of services in London. The four priority areas for action in the Strategy are:
- Preventing and reducing VAWG
 - Supporting all victims and survivors
 - Holding perpetrators to account
 - Building trust and confidence
- 5.13 **Local strategy** - Since the implementation of the Health and Social Care Act 2012, public health teams have been based within upper-tier local authorities¹³. Haringey Council's public health team is led by the Director for Public Health and is based within the Department for Adults, Health and Communities. The public health team includes a Strategic Lead for VAWG who coordinates the multi-agency partnership response to VAWG. The Council also has a 10-year VAWG Strategy for 2016-2026¹⁴.
- 5.14 The Committee was informed in 2025 by the Council's VAWG team that the process of developing a new Haringey VAWG strategy from 2026 onwards was underway. The publication of a draft local strategy for consultation was anticipated in early 2026 with publication of a final version later in the year. The specific timescales would be influenced by the publication of the national and London VAWG strategies as the local strategy would need to be informed by these. The national strategy was subsequently published in December 2025, while the London strategy was not yet available at the time of the publication of this report.

¹⁰ VAWG Strategy Action Plan, UK Government (December 2025) https://assets.publishing.service.gov.uk/media/697c7e21aacd0dc9777b502a/31.260_VAWG_02_Action_Plan_Slip_FINAL_v3_WEB_290126.pdf

¹¹ VAWG summary of evidence, UK Government (December 2025) https://assets.publishing.service.gov.uk/media/6943f8a5143d960161547e74/31.260_VAWG_03_Evidence_Review_FINAL_181225_WEB.pdf

¹² Mayor's Office for Policing & Crime (MOPAC) <https://www.london.gov.uk/programmes-strategies/mayors-office-policing-and-crime-mopac/mopac-news-and-publications/mopac-publications/mayors-violence-against-women-and-girls-strategy-2022-25>

¹³ The term "upper-tier" refers to unitary authorities or County Councils. Haringey Council, as with all London Boroughs, is a unitary authority and therefore classed as upper-tier.

¹⁴ Haringey Violence Against Women and Girls Strategy 2016-2026 https://new.haringey.gov.uk/sites/default/files/2024-03/vawg_strategy.pdf

Domestic Abuse Act 2021

5.15 The Domestic Abuse Act 2021 was introduced by the UK Government with the following objectives¹⁵:

- Promote awareness;
- Protect and support victims;
- Hold perpetrators to account;
- Transform the justice response;
- Improve performance (of the response to domestic abuse).

5.16 Sections 1 to 3 of the Act provide a new statutory definition of domestic abuse in two parts. The first part defines the relationship between the abuser and the abused as each being aged 16 or over and “personally connected” to each other. The term “personally connected” is set out in detail in the Act and includes two people who are (or have been) married, in a civil partnership, intimate personal relationship or are relatives. The second part defines the abusive behaviour in five broad categories:

- Physical or sexual abuse;
- Violent or threatening behaviour;
- Controlling or coercive behaviour;
- Economic abuse;
- Psychological, emotional or other abuse.

5.17 The Act also specifies that children who see, hear or experience the effects of domestic abuse (and is related to or under parental responsibility of the perpetrator and/or victim) are also to be recognised as victims. This is intended to recognise the impact that domestic abuse can have on children who experience its effects in their own home and also to ensure that locally commissioned services consider and address the needs of children affected by domestic abuse¹⁶. The statutory guidance for the Act cites estimates that 7% of children aged 10-15 years old were living in households where an adult reported experiencing abuse within the previous year and that, in 41% of cases where adults reported experiencing partner abuse, there was at least one child living in the household¹⁷.

5.18 Section 57 of the Act places a duty on upper-tier local authorities to provide safe accommodation for victims of domestic abuse in their area and to ensure that their support needs are met.¹⁸ The statutory guidance to the Act makes clear that victims who are homeless as a result of domestic abuse have priority need for accommodation and that local authorities have a duty to secure suitable accommodation for them. The Council’s approach to housing-related support is set out in Section 9 of this report.

¹⁵ Page 16, Domestic Abuse Act 2021: Statutory guidance (Home Office, July 2022) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1089015/Domestic_Abuse_Act_2021_Statutory_Guidance.pdf

¹⁶ Statutory definition of domestic abuse factsheet (UK Government, July 2022) <https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/statutory-definition-of-domestic-abuse-factsheet>

¹⁷ Paragraph 129, Domestic Abuse Act 2021: Statutory guidance (Home Office, July 2022)

¹⁸ Page 100-102, Domestic Abuse Act 2021: Statutory guidance (Home Office, July 2022) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1089015/Domestic_Abuse_Act_2021_Statutory_Guidance.pdf

- 5.19 In relation to the role of schools, the statutory guidance for the Act notes that school staff are particularly important as they are in a unique position to identify concerns early, provide help for children and prevent concerns from escalating. It also emphasises the need for all staff to receive regularly updated safeguarding training, including identification of domestic abuse, and that every school should have a Designated Safeguarding Lead (DSL) to support other staff in carrying out their safeguarding duties and to liaise with other agencies.¹⁹

6. Background to Haringey Council's Strategic Approach to VAWG

Haringey Council – Strategic Approach

- 6.1 The Council's VAWG Strategy (2016-2026) states that violence against women and girls includes violence that is targeted at women or girls because of their gender or affects women and girls disproportionately. Examples of VAWG given include:
- Sexual violence, abuse and exploitation;
 - Sexual harassment and bullying;
 - Stalking;
 - Trafficking;
 - Domestic violence and abuse;
 - Coercive and controlling behaviour;
 - Female genital mutilation;
 - Forced marriage;
 - Crimes committed in the name of 'honour' (so-called 'honour' based violence).
- 6.2 The Council's Violence Against Women and Girls (VAWG) Strategy for 2016-2026 sets out four key priorities:
- Developing a Coordinated Community Response;
 - Prevention;
 - Support for victims/survivors;
 - Holding perpetrators accountable.
- 6.3 The governance structure for the Strategy comprised of a VAWG Strategic Board which included partners from health and the voluntary/community sector. Reporting into the Board was a VAWG Operational Group and a VAWG Commissioning Group along with the Multi-Agency Risk Assessment Conference (MARAC) meetings. The Strategic Board provided updates to the Community Safety Partnership Board and the Health and Wellbeing Board. There were also coordinated VAWG and MARAC meetings with other Boroughs across London to share information and ideas.
- 6.4 In evidence to the Committee, Public Health officers set out key points relating to each of the four areas of the Council's strategic approach to tackling VAWG in Haringey:
- 1) Developing a Coordinated Community Response (CCR)**

¹⁹ Page 82-84, Domestic Abuse Act 2021: Statutory guidance (Home Office, July 2022)
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1089015/Domestic_Abuse_Act_2021_Statutory_Guidance.pdf

- 100+ VAWG Community Champions and 30 Safe Spaces e.g. schools, job centres, children's centres and libraries.
- Community based work to dispel myths through a range of workshops.
- Links with different organisation and forums including multifaith forum.

2) Prevention

- Awareness raising campaigns including 16 days of action and international women's day.
- 172 professionals and frontline workers/volunteers have been trained in how to identify and respond to domestic abuse in the context of Covid-19.
- 110 young people have engaged in a VAWG educational programme.
- Developing an approach for young people to make disclosures safely.
- Co-production of videos for young people.

3) Support for victims/survivors

- Developed a directory of VAWG services for professionals.
- Commissioned services include:
 - a) Independent Domestic Violence Advocacy Service (IDVA);
 - b) IRIS support service for GP practice staff to support DA patients;
 - c) Domestic Abuse Multi Agency Risk Assessment Conference (MARAC) to discuss all high risk cases.

4) Holding perpetrators accountable

- Different models for perpetrator programmes are being explored to address behaviour and ultimately reduce further domestic abuse incidences.

The Coordinated Community Response (CCR)

- 6.5 The Coordinated Community Response (CCR) is a strand of the Strategy where agencies are brought together to tackle VAWG, including by supporting victims/survivors and holding perpetrators to account. The CCR model was piloted with 30 partners from April 2021 to March 2022. The primary objectives of the CCR are to:
- Increase the confidence and ability of professionals and volunteers working directly with the community to identify domestic abuse.
 - Link women and girls experiencing abuse to specialist VAWG services to increase their chances of being safe from abuse.
 - Challenge the root causes of VAWG which will ultimately help prevent further VAWG from occurring.
- 6.6 The immediate circle around the victim is the family, friends, community, children, colleagues, peers and neighbours who can help to identify abuse and help the victim to access support. The next layer of the CCR is then the key agencies who can support a survivor and hold a perpetrator to account. The outer circle represents the multi-agency arrangements such as the MARAC.
- 6.7 The CCR model included identifying and training Safe Spaces and recruiting and training volunteer VAWG Community Champions. The Safe Spaces are based in community locations such as children's centres, food banks, libraries and places of worship where victims can access support without arousing suspicion from the perpetrator. The Safe Spaces provide a

quiet and private space where victims can make disclosures and can be signposted to services. For a venue to qualify as a Safe Space, at least two members of staff/volunteers must attend the VAWG Community Champions Training. This training enables people to identify signs of domestic abuse, respond to disclosures, connect survivors with support services and dispel myths around VAWG. It also includes introductory bystander training which outlines the steps that community members can take to intervene if they witness VAWG.

- 6.8 A total of 32 Safe Spaces were achieved (against an original target of 27) and around 150 Community Champions were trained at Level 1, with around 130 trained at Levels 1 & 2 (against an original target of 45). Level 1 training involves increasing confidence and ability to identify domestic abuse and Level 2 training involves challenging the root causes of VAWG. The pilot was described as “very successful at engaging with a wide range of community partners, highlighting a real appetite amongst our community services and members to better understand, respond to and prevent VAWG.”
- 6.9 The Safe Spaces scheme was relaunched in Spring 2024 with free training, ongoing support and promotional materials.
- 6.10 Co-production was described as an integral part of an effective CCR, with the pilot aimed at ensuring that the model was designed, developed and adapted in partnership with the community, reflecting the needs of the community. The charity, AVA (Against Violence & Abuse), would also be assisting with some co-production and engagement work with a local group of survivors.

VAWG services in Haringey

- 6.11 There were now a range of different services in Haringey to support victims of VAWG including:
- Independent Domestic Violence Advocacy (IDVA) service to support high risk victim advisors, including with legal issues and housing safety plans. (Provided by Nia and funded by Public Health)
 - Identification and Referral to Improve Safety (IRIS) workers to support staff in GP practices to help victims at medium risk to access relevant support. (Provided by Nia and funded by Public Health)
 - A specialist ‘KIDVA’ – domestic abuse advocacy for under-16s. (Provided by Nia and funded by Public Health). The pathways for support would involve Children’s Services being linked in.
 - A Multi Agency Risk Assessment Conference (MARAC) held every three weeks (Chaired by the Police and supported by Standing Together)
 - A ‘Protect Our Women’ schools prevention programme that had been running for the past 7-8 years (run by Solace Women’s Aid)
 - A BAME IDVA service (provided by Imece). Feedback from recent engagement sessions with BAME communities had been that there was not adequate specialised support for BAME women and so funding was subsequently secured for this service. This will be in place for a couple of years as a pilot programme.

- A specialist LGBTQ+ IDVA (provided by Galop)
- Floating support and refuge provision (provided by Solace – with a small amount of refuge space also provided by the London Black Women’s Project)
- The DVIP (Domestic Violence Intervention Project) provided 3-hour training sessions for professionals including police and social workers, to enhance their understanding about responding to domestic abuse and engaging with perpetrators.

6.12 The Committee was informed that current contracts for VAWG services were due to end in 2025. Consultation and engagement activities had been carried out in summer/autumn 2023 with a view to going out to tender in summer 2024. Key strategic priorities for future commissioning were:

- Specialist support – meeting the needs of diverse communities in Haringey.
- Strengthening partnership between key agencies – to avoid working in silos and to streamline the process for victims.
- Community response – utilising the expertise and assets of Haringey communities.
- Education and early intervention.
- Reducing harm from perpetrators – including by working with men and boys as part of the solution.
- Training – to ensure that communities and professionals are aware of the services available and how to access them.
- Co-production – listening to residents, service providers and victims.

6.13 In December 2025, a set of contracts for the provision of VAWG services in Haringey from April 2026 to March 2032 were approved by the Cabinet²⁰. Proposed services included:

- Generalist Domestic Abuse Advocacy and Support
- Minoritised women’s Domestic Abuse Advocacy and Support
- Ethnically Minoritised women’s Refuge Accommodation
- LGBTQ+ IDVA service
- Generalist Refuge Accommodation
- Domestic & Gender-Based Abuse Prevention and Support for Children and Young People

6.14 VAWG team officers were asked about staff training on VAWG within the Council. The Committee was informed that free, half-day online training was available for all staff on:

- The application of the ‘DASH’ checklist (Domestic Abuse Risk Assessment)
- Identifying and Responding to Coercive Control

This online training was also available for multi-agency partners to use free of charge.

6.15 A new e-learning module on Domestic Abuse Awareness was also in development and this would be mandatory training for all Council staff. This would ensure that all staff were trained to recognise the signs of domestic violence and emotional abuse so that early interventions could be made.

²⁰ Agenda item 358, meeting of Cabinet, 9th Dec 2025 <https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=84182>

RECOMMENDATION 1 – The Committee welcomed the introduction of mandatory Domestic Abuse Awareness training for all Council staff and suggested that the uptake and impact of this training should be monitored, including an assessment of the number of VAWG interventions and referrals made by staff over time. The Committee also recommended that mandatory specialist training should be provided for members of staff who deliver services directly to residents.

RECOMMENDATION 2 – The Committee recommended that Domestic Abuse Awareness training should also be made available to the wider community and voluntary sector in Haringey so that more people in a position to intervene are trained to recognise the signs of domestic violence and emotional abuse.

RECOMMENDATION 3 – Commenting on general issues associated with a local strategic approach, the Committee recommended that, given the short-term nature of some government funded projects, the VAWG team should assemble end of project reports with a brief introduction on the learnings and the future viability of projects within the lifetime of the upcoming local strategy.

7. Evidence received – Impact of domestic abuse

- 7.1 Evidence and background information was received from national and local organisations to provide evidence and background information about the impact of domestic abuse.

MIND in Haringey

- 7.2 The Committee spoke to the Chief Executive Officer (CEO) and Head of Business Development (HBD) at MIND in Haringey about their work and the impact of domestic abuse on mental health.
- 7.3 The CEO explained that MIND in Haringey delivered a lot of training in the local community to raise awareness about mental health issues across the board, which was particularly important in areas of high deprivation. MIND in Haringey aimed to raise awareness of different types of VAWG and the impact that this can have on the mental health of individuals as part of its training and information distribution. They had delivered mental health training to groups of students at schools and Sixth Form colleges. Some of the young people would share details about issues at home that was impacting on their mental health. She added that VAWG was not just about physical violence but also about other types of coercive behaviour, as referenced in both the national and local VAWG strategies.
- 7.4 Evidence was provided about the importance of working with grassroots organisations in communities in which there were people who did not speak English as a first language so that they could be skilled up to support those experiencing VAWG. Mind in Haringey's mental health and well-being programme worked with various grassroots organisations including Hopec (House of Polish & European community) and they would hear about the higher levels of violence and other situations that could arise within those communities. They were also engaged with other grassroots organisations connected with the Afro-Caribbean, Turkish and homeless communities. There could also be higher barriers to

seeking help because of translation issues or because of the stigma of VAWG issues within these communities and she added that statutory services were sometimes not fit to help people from those communities when approaches were made. The grassroots organisations therefore needed to be skilled up and integrated into an overall strategic approach. The needs of those in the LGBT+ community that were experiencing abuse also needed to be considered.

- 7.5 Details were provided of a campaign on VAWG prevention that had run a few years previously, known as the White Ribbon project, that MIND had been involved with. The project had included a video that was made by young people about exploitation and she felt that this was an example of destigmatising issues across this area and helping people to understand that it was not their fault if they were involved in a domestic abuse situation, particularly in communities where stigma may be greater for cultural reasons.
- 7.6 It was explained that Mind in Haringey received relatively few mental health referrals from organisations such as Solace, though there must be many women in refuges or places of safety that could benefit from coming to Mind in Haringey. It could therefore be useful for the Mind in Haringey team to receive training on recognising signs of domestic abuse because these themes would not always emerge at an early stage in conversations with people. In terms of wider training and awareness-raising it was important to engage with children at a younger age and also to include men and boys in the conversation. Young people could be an effective route to challenge some of the stigma and secrecy on VAWG issues in some communities in Haringey.
- 7.7 MIND in Haringey recommended that there should also be a strategy bringing in all organisations across the Borough and addressing issues such as availability of training workshops, more options for safe spaces and dealing with issues further upstream rather than at crisis point. There also needed to be resources available in schools to be able to offer the therapy that some young people need to talk about the abuse that they may have seen or experienced at home.

Respect

- 7.8 Evidence was also received from the national organisation, Respect, which was described by its Head of Influencing as a *“pioneering UK membership organisation in the domestic abuse sector”* which led on the development of safe, effective work with perpetrators, male victims and young people using violence in their close relationships. Respect’s membership figures were at around 85 with another 35 accredited members. Respect’s vision was to end domestic abuse and to live in a world where domestic abuse was not tolerated, where perpetrators were held to account and the safety and well-being of survivors was centred. They were currently in the process of developing a five-year strategy with new themes and planning a social change campaign to raise awareness of perpetrator intervention.
- 7.9 The Committee was informed that Respect provided leadership across the three main themes of Influence, Support and Innovation:

- The Influence work involved working with members and stakeholders to shape the thinking around policy, practice and legislation including the recent Domestic Abuse Act of 2021. The aim was to push for strategic, well-funded, cross-government, multi-agency responses to domestic abuse that centred on the needs of adult and child survivors.
- The Support work involved providing leadership and guidance to members and the wider sector, providing training and workforce development. They also set standards for specialist responses to domestic abuse, for both perpetrators and male victims. It was necessary to bring more people into the perpetrator sector in order for it to survive, as the low funding levels in this area were challenging. Respect also delivered two helplines: the Respect Phoneline for perpetrators and the Men's Advice Line for male victims of domestic abuse.
- The Innovation work involved the development of new approaches on domestic abuse, working with research partners to develop the evidence base. In recent years this had included a review of perpetrator programmes called the Mirabal Project (<https://projectmirabal.co.uk/>) in order to provide evidence of what interventions were effective in ending domestic abuse and changing the behaviour of perpetrators.

AAFDA (Advocacy After Fatal Domestic Abuse)

- 7.10 The Committee received evidence from the national organisation Advocacy After Fatal Domestic Abuse (AAFDA). The Team Leader & Specialist Advocate at AAFDA, explained that their work was at the very worst part of VAWG by supporting family or friends after they had lost a loved one as a result of a homicide or suicide related to domestic abuse. AAFDA had been founded by their CEO, Frank Mullane, after he lost his sister and nephew to an incident of domestic violence homicide and found that there wasn't any support for families going through that type of event and that families were not given a voice. While AAFDA initially dealt only with cases of homicide, they were now dealing with a number of cases of suicide resulting from domestic abuse and cases of unexplained deaths following domestic abuse. These all involved engaging with families who were traumatised and at the worst place in their lives. The majority of suicide cases were self-referrals, often resulting from internet searches, and could often be more complex than the homicide cases. She said that there needed to be services in communities across the country so that people were not just trying to find sources of support from search engines at a time when they were in a desperate state.
- 7.11 In relation to the advocacy role, the Committee was informed that the first stage often focused on emotional support because they had been traumatised by the bereavement, the lack of support and an uncertainty about what was going to happen in the future. In cases of suicide or unexplained deaths, there was also often a feeling that no justice had been achieved because there had been no arrest or criminal charges. Most families will never have come into contact with the Police, justice system or the coroner system and did not understand what was likely to happen. They also often assumed that support would be provided for them but in reality this was very limited. AAFDA was able to explain everything that was going to happen, accompany them to meetings/hearings and advocate on their behalf with all the agencies involved. AAFDA's aim was to make the family's voice integral to

all of the processes that took place after a death and empower them to have their views about the case heard. There could sometimes be negative or inappropriate responses from agencies and AAFDA would help them to navigate that.

- 7.12 As of April 2023, AAFDA had 20 active cases in London (12 homicide cases and 8 suicide cases), one of which (a homicide case) was in Haringey. While a large percentage of referrals to AAFDA were self-referrals, they also received referrals from the Police, Domestic Homicide Review (DHR) chairs, Community Safety Partnerships and other agencies. However, they would like to see more referrals coming from agencies working with families who had experienced VAWG and so this required a raising of awareness about AAFDA services.
- 7.13 AAFDA now had two specialist children's advocates who were working to develop a programme for children being involved in processes such as domestic homicide reviews. Children often knew better than anyone what had gone on within a household but there were huge barriers for children taking part in these processes, so AAFDA aimed to break down those barriers and to wrap support around that child throughout that time.
- 7.14 The Committee noted that the Council's webpage on domestic abuse services provided signposting to a range of specialist support services²¹ but that this did not include services specifically aimed at supporting families who have experienced bereavement as a consequence of a domestic-abuse related homicide or suicide.
- 7.15 While recognising the limited availability of specialist services in this area, the Council could signpost to national organisations who provide advice, guidance and resources. This could include AAFDA and also the Support After Suicide Partnership²² which comprises of over 120 support organisations including Samaritans and provides resources such as practical guidance on dealing with the Police or Coroner after a suicide²³ and information such as the Help Is At Hand support booklet²⁴ for people who have been bereaved by suicide.
- 7.16 The Committee considered that the new local VAWG Strategy for Haringey should include specific reference to families and friends affected by VAWG-related homicide or suicide and should also be linked to the Haringey Suicide Prevention Strategy and Action Plan which includes a strategic aim of providing better support to those bereaved or affected by suicide.

RECOMMENDATION 4 – That the Council should signpost to specialist support services, advice and guidance which could be of help to people who have been bereaved by a VAWG-related homicide or suicide.

RECOMMENDATION 5 – That the local VAWG Strategy should be linked to the local Suicide Prevention Strategy and its strategic objective of supporting people bereaved by suicide.

²¹ Haringey Council – Domestic Abuse Services: <https://schoolsbulletin.haringey.gov.uk/health-wellbeing/services-support/domestic-abuse-violence-against-women-girls/domestic-abuse-services>

²² Support After Suicide partnership <https://supportaftersuicide.org.uk/>

²³ Support After Suicide Partnership – Impacted by Suicide: <https://supportaftersuicide.org.uk/journey-days/>

²⁴ Support After Suicide Partnership Resources: <https://supportaftersuicide.org.uk/resource>

8. Evidence received – Schools-based interventions

- 8.1 Public Health officers provided an overview to the Committee on tackling VAWG in schools, noting that:
- Schools play a vital role in fostering a positive culture in which healthy behaviours are promoted and harmful attitudes are challenged before they escalate.
 - A recent national initiative called Everyone's Invited had provided an online platform enabling many young women and girls from schools and universities to anonymously share their experiences of misogyny, harassment, abuse and assault.
 - An Ofsted Review of sexual abuse in schools have shown that the frequency of harmful sexual behaviours experienced by young people means that some children and young people consider them normal. There was therefore an urgent need to address VAWG in educational institutions.
 - Relationships Education was now mandatory in all primary schools, Relationships & Sex Education was now mandatory in all secondary schools and Health Education was now mandatory in all state funded schools.

Schools-based survey

- 8.2 The Healthy Schools Programme Lead for the Council shared results from a schools-based survey commissioned through the Schools and Students Health Education Unit (SHEU Survey) which had been carried out from November 2021 to February 2022. This involved a total of 4,157 pupils in Haringey from Years 4, 6, 8 and 10. Results could be compared to results from a similar survey carried out in 2018/19.
- In response to the question asked to secondary school pupils, "Have you experienced at least one of these negative behaviours when in a romantic relationship with a partner? (Anger, jealousy, threatening language, pressure to have sex, threatened to hit me, hit me)" 15% of girls said yes (no change from previous survey) and 18% of boys said yes (up 2% from previous survey).
 - In response to the question asked to secondary school pupils, "If any of the things above were to happen to you, would you know what to do?" 58% said yes (up 1% from previous survey).
 - In response to the question asked to secondary school pupils, "Have you received sexual images or videos from someone in the past year?" 27% said yes (up 6% from previous survey).
 - In response to the question asked to primary school Year 6 pupils, "Have you learned about respectful and healthy relationship in school?" 64% said yes (no change from previous survey). In terms of the proportion of positive responses this was the second highest of six topics, below "puberty and growing up" but above "human reproduction", "smoking", "alcohol" and "drugs".
 - A slide was shown which displayed the results of a question asked to secondary school pupils, "Have you learned about the following at school?" on 15 different topics. Those with the lowest proportion of negative responses (answering "not at all") included "Healthy relationships" and "unhealthy relationships and keeping safe" which were both at around 20%.

- In response to the question asked to secondary school pupils, “Have any of these things happened to you in a romantic relationship with a partner?”, 146 pupils (around 10%) said that their partner had been angry or jealous when they wanted to spend time with friends. 47 students said that their partner had hit them and 39 students said that their partner had done something of a sexual nature without their consent.
- 8.3 Committee Members queried why only Year 8 and Year 10 pupils had been included in the secondary school surveys. The Director for Public Health explained that the Year Groups selected were intended to provide a cross-section of views and that there would be a cost implication of surveying additional age groups.
- 8.4 Committee Members also:
- Expressed concern that Year 11 was excluded from the survey as this was where she had seen the greatest impact in her experience as a social worker.
 - Suggested that a survey specific to RSHE or VAWG could be carried out rather than a generic survey geared around certain year groups.
 - Commented that it would be useful to have a broader understanding across the age groups as it could help to establish whether the prevention work, including by addressing unhealthy attitudes amongst boys, was having an impact as children progressed through the Year Groups.
 - Suggested that interviews or focus groups could also add to the depth of understanding.
- 8.5 The Director for Public Health said that the survey had covered a wider range of issues than VAWG but acknowledged the point about the importance of Year 11 and that the cohorts that were surveyed and the specific questions that were asked was something that could be looked at in the future. It was also noted that not all local authorities carried out this kind of survey at all.
- 8.6 The Committee asked about the use of the data from the survey to drive the overall VAWG approach in schools. The Director for Public Health said that there were two elements to this:
- Firstly, each school was provided with a report of their own on their survey results which was used to drive the individual school response.
 - Secondly, this informed was the Borough-wide response, which included projects such as the partnership with Solace Women’s Aid to deliver initiatives in schools. He added that the Council actually played a relatively small role in terms of resources and that the communications and links with partners was a major part of the strategy.

Healthy Schools Programme

- 8.7 The Committee was provided with details of the Healthy Schools Programme which supported a whole school approach to health and wellbeing including support to schools to deliver quality PSHE (Personal, Social and Health Education) and RSHE (Relationships, Sex and Health Education):

- RSHE Network Meetings, open to all primary, secondary and special schools in Haringey, had been held over the past few years, run by a RSHE specialist. These sessions support schools to understand the teaching of the curriculum and about responding questions that they may get in the classroom.
- An audit survey of RSHE leads in schools had been carried out the previous year to gauge the support that they felt they needed. Results was positive overall and some asked for further training and for the Network Meetings to continue so this is what was being delivered, including a recent early years training session as well as training on PSHE topics.
- Public Health had also continued to fund access to the PSHE Association for all schools which provides quality resources to support the teaching of RSHE.
- Public Health had also produced a document to support schools in preventing peer on peer abuse, using a range of resources, tools and information which schools can access.

8.8 Committee Members with connections to school governor bodies in the Borough suggested that some governors were not aware of this Programme and that from recent discussions they'd had, some staff were not aware of what the Council offered in this area. Committee Members proposed that more visible information should be provided to schools and to governors. The Healthy Schools Programme Lead reported that information had recently been presented to an online meeting of school governors. In addition, all teachers were welcome to join the RSHE Network Meetings which provided advice on and that the teachers who attended were encouraged to cascade this information down to colleagues.

Protect Our Women (POW) programme

8.9 The Protect Our Women (POW) programme had been established in Haringey for several years with work delivered by Solace Women's Aid in primary and secondary schools and involved talking about a range of issues such as consent, healthy relationships, self-care strategies, online safety, gender stereotypes, domestic violence, stalking and harassment. This was supported by journals and learning booklets. The programme also supported parents as well with literature, coffee mornings and focus groups about spotting signs of trauma and abuse and how to engage young people in difficult conversations. It also included a Young Change Makers initiative for young people aged 11 to 21 to become mentors and help with campaigning and awareness raising.

8.10 The Committee heard from the Deputy Head of Children & Young People Services and the Service Manager for Early Intervention & Prevention at Solace Women's Aid who provided an overview of this work:

- Solace was an organisation that had more than 40 years of experience working with survivors of abuse. Prevention was a key part of their work which including visiting schools, educating parents, teachers and young people on the strands of VAWG.
- The vision of Solace was for a world without violence or abuse against women and girls. The organisation worked proactively to:
 - Prevent abuse;
 - Serve the needs of survivors;
 - Help survivors to achieve independent lives;

- Provide education and training.
- The programme provided RSE (Relationships & Sex Education) through 10 sessions for primary school pupils and 12 sessions for secondary school pupils. During the pandemic, when it was not possible to be in schools, emotional wellbeing programmes were also developed which were delivered in primary/secondary schools throughout Haringey.
- This was embedded as a whole school approach, working with teachers and parents as well as young people. This was important because domestic abuse was sometimes assumed to be about physical abuse, when it could also involve coercive control, psychological abuse and financial abuse.
- Young people were engaged as Young Change Makers as beacons of change by using their skills and knowledge with presentations and campaigns to speak out against VAWG in their schools and at a Borough wide level.
- The POW Primary School programme sessions (mainly targeted at Years 5 & 6) included:
 - Family;
 - Healthy Relationships;
 - Equality & Human Rights;
 - Consent & Personal Space;
 - Gender Stereotypes;
 - Bullying;
 - Domestic Violence & Abuse;
 - Self-care Strategies;
 - Feelings & Emotions (including how boys express anger appropriately);
 - Online Safety (including safe use of social media & gaming).
- The POW Secondary School programme sessions included:
 - Gender Stereotypes;
 - Power;
 - Healthy Relationships;
 - Domestic Violence & Abuse;
 - Sexual Violence & Consent;
 - Social Media & Safety;
 - Stalking & Harassment;
 - CSE & Grooming;
 - VAWG in Media;
 - Harmful Practices (including FGM, forced marriage & honour-based violence);
 - Campaigning.
- The POW Emotional Wellbeing programme sessions (both at primary and secondary school level) included:
 - Identity & Self-awareness;
 - Feelings & Emotions;
 - Emotional Wellbeing;
 - Self-care;
 - Growth Mindset;
 - Social Wellbeing.

8.11 The Committee focused on the coverage of this programme throughout the Borough and was informed that 47 institutions had been visited over a nine-year period, including community centres and social services groups. This figure included a total of 28 schools. They explained that the programme usually took 6 to 10 weeks to deliver and there was only

one worker for the whole Borough so this limited the pace at which this could be done. The primary school programme had only started two or three years ago and it was now much more viable to deliver to primary schools with one worker than with secondary schools. In an ideal world, if there was one worker to deliver to primary schools and another worker to focus on secondary schools then the programme could be delivered to more pupils. The resource issue was not just about delivering the programme but also about updating the programme and its evidence and materials informed by the feedback.

- 8.12 A Committee Member commented that a complete culture change was needed in terms of these emerging ways of helping young people and so she felt that the programme needed to be revisited on a termly basis and embedded in the school culture. Another Committee Member suggested that longer course could have a significant impact and would not necessarily have to be revisited quite so often. It was generally agreed that a lot more partnership and governance work would be required to make this a reality.

- 8.13 Asked whether it would be possible to track the progress of children as part of the programme over a period of time, the Deputy Head of Children & Young People Services explained that there were questionnaires conducted at the beginning of the programme in order to establish a base assessment of where young people were on specific topics with the same questions are asked at the end of the programme to establish what the learning has been. This feedback was provided to commissioners and it was possible to see the confidence and understanding of young people increasing. She added that feedback from the teachers was an important part of assessing impact because they had a sense of the culture of the school. The Service Manager for Early Intervention & Prevention added that, to assess impact over the longer term, it would probably be necessary to partner with a separate organisation with professional researchers to conduct a longitudinal study with participants from different programmes and schools.

- 8.14 At a later session, the Committee asked commissioning officers about the coverage of the POW programme and emphasised the importance of rolling out programmes such as POW to all schools in the Borough. Officers responded that, in addition to the size of the contract, there were also some time limitations as the course took 10 weeks to complete so this needed to fit within the curriculum and schedule of each school. The funding and scheduling limitations had led to an emphasis on supporting teachers with training, including on the delivery of RSHE education, and then delivering to as many schools as possible.

- 8.15 The Committee welcomed the progress made through the POW programme in Haringey and the range of issues relevant to VAWG that were being raised in schools as this helped young people to clearly understand the multiple elements of VAWG and equipped them to access appropriate sources of support. While acknowledging that further assessment of the programme may be required and that the resources to support wider delivery was currently limited, the Committee felt that the longer-term ambition should be for programmes such as this to be made available to all secondary schools in Haringey so that it reaches more young people.

RECOMMENDATION 6 - Educational programmes such as Protect Our Women (POW) should be delivered in all Haringey secondary schools as there is only partial coverage currently.

Whole School Approach

- 8.16 In addition to these specific schools-based programmes, the Committee was made aware of the Whole School Approach model which aims to address the wider school culture at all levels through multiple interventions and with the involvement of pupils, staff and teachers rather than be limited to a one-off programme.
- 8.17 The End Violence Against Women & Girls (EVAWG) Coalition, a grouping of specialist service providers, defines the Whole School Approach *“an approach that addresses the needs of pupils, staff and the wider community across the entire school environment, from the curriculum or learning environment to addressing the school’s physical environment and what actions are taken to prevent VAWG and ensure safety for both students and staff”*²⁵
- 8.18 The importance of the approach is highlighted by the EVAWG Coalition in a 2023 report which sets out the scale of sexual bullying and harassment in schools and the distress and anxiety that this causes along with other consequences such as low self-esteem and poor academic achievement.
- 8.19 The Whole School Approach is proposed by the EVAWG Coalition as a way of successfully addressing the root causes of VAWG in schools and later life. The key elements of the approach put forward are:
- Institutional and policy development;
 - Awareness-raising, training and support for staff;
 - Education for pupils through formal curriculum and informal school spaces;
 - Early support, safeguarding and signposting to specialist services for pupils
- 8.20 It is recognised by the EVAWG Coalition that, although there are case studies for the Whole School Approach, the wider national implementation has been limited so far and that greater political will, funding and prioritisation is required if progress is to be made.
- 8.21 The Committee was also made aware of a three-year pilot programme for the Whole School Approach that took place in four schools in the London Borough of Croydon between 2018 and 2020. The pilot programme was funded by the Mayor’s Office for Policing and Crime (MOPAC) and delivered by the educational organisation Tender.
- 8.22 An evaluation report about the pilot scheme was published by DMSS Research in 2021²⁶. The project worked with three primary schools and one secondary school with the majority of the direct work with students in Years 6 to 10. The report described the six ‘building blocks’ used to embed a whole school approach to prevent gender-based violence.
- Establishing school ownership and leadership
 - Building a strong delivery team

²⁵ Page 11, *It’s #AboutTime* report, End Violence Against Women & Girls Coalition (2023)

<https://www.endviolenceagainstwomen.org.uk/wp-content/uploads/2023/07/FINAL-About-Time-WSA-report-140723.pdf>

²⁶ Whole School Approach Learning Report, DMSS Research (2021) <https://dmss.co.uk/pdfs/DMSS-WSA-Learning-Report-Jan-2021.pdf>

- Raising awareness, skills and confidence among school staff
- Working with children and young people
- Developing a positive school culture
- Involving parents and the wider community

- 8.23 The direct work with children and young people in the schools was mainly through PHSE sessions, targeted group work and assemblies. This involved the use of age-appropriate language, games and activities to address issues such as gender stereotypes, diversity and healthy relationships. Older students also learnt about victim blaming, sexual cyber bullying and consent.
- 8.24 Overall, the report concluded that the learning from the project emphasised the importance of building a foundation of school leadership and staff ownership to enable schools, with the support of a skilled Whole School Approach team, to engage all stakeholders and to build a positive school culture of gender equality and anti-violence.
- 8.25 In terms of developing the Whole School Approach further in the future, the EVAWG Coalition’s recommendations for local commissioners were to:
- Champion a Whole School Approach to preventing VAWG among primary and secondary schools, including academies, in your area;
 - Fund partnership work between schools and specialist VAWG services, including ‘by and for’ organisations, to deliver a Whole School Approach to tackling VAWG;
 - Ensure prevention work is central to the work of local partnerships with relevant voluntary sector agencies, including the specialist VAWG sector and ‘by and for’ partners, primary and secondary schools.
- 8.26 Based on the evidence reviewed, the Committee’s view was that the development of a Whole School Approach should be a longer-term policy objective in Haringey. The Committee fully accepted that the approach was still at an early stage nationally and that this was one of the more resource-intensive proposals discussed in this report but felt that the inclusion of the Whole School Approach as an aspiration in the new local VAWG strategy was worthy of consideration.

RECOMMENDATION 7 - That the development of a whole-school approach on VAWG in Haringey schools should be a stated objective of the Council, that a detailed implementation plan should be established within 12 months and that funding should be sought to develop a pilot programme.

Social workers in schools

- 8.27 The Assistant Director for Social Care spoke to the Committee in 2023 about the work of social workers in schools on the issue of domestic issue with a particular emphasis on supporting children and families as part of the school community. During the Covid-19 pandemic, the Council had applied for funding from the Department for Education (DfE) to support seven social workers in seven secondary schools as part of a scheme supported by the What Works Centre, a national organisation that uses evidence to inform practice and intervention initiatives. From August 2020, seven social workers had been embedded in 7

out of the 12 schools that the Council had responsibility for and were selected based on data on referrals around those schools over the previous five years. The schools were:

- Alexandra Park School
- Park View School
- Haringey Learning Partnership
- Greig City Academy
- Harris Academy Tottenham
- Heartlands High School
- Woodside High School

- 8.28 The social workers in schools had been asked to focus on ensuring that there were a range of interventions for families around domestic abuse and this formed the large majority of their work. In the Harris Academy, for example, their domestic abuse work was embedded into the curriculum from Year 1 through to Sixth Form, including positive work around what constitutes healthy relationships. They also worked with outside partners such as the Voice Box and Solace Women's Aid.
- 8.29 It had been agreed with the DfE and the What Works Centre to design an evaluative programme that would look at the impact over 3-4 years at three key issues which were the main areas of concern from schools making referrals:
- Mental health support for children and their families;
 - Families with substance misuse issues;
 - Addressing domestic abuse.
- 8.30 The subsequent evaluation had included positive comments about the innovative use of the funding and the difference that it had made. It found that a lot of emphasis was being placed on changing and educating the child but that the child was then being sent back to a home environment where the inter-generational beliefs and the concrete thinking of the parenting remained the same in particular cohorts in the community. The work of Solace in this area was therefore very welcome but there was also an intensity and depth of work to unpick.
- 8.31 The DfE had then made the decision not to continue to fund social workers in schools and so the funding to Haringey and other local authorities ended in July 2023. The DfE and What Works had provided just short of £500k for this but that this was now being redirected to support children's hubs.
- 8.32 Asked about the situation with funding for counselling/pastoral support in schools, the Assistant Director for Social Care said that part of the role of social workers in schools had been to coordinate with services such as CAHMS, Open Door or the Stephen Lawrence Trust to meet the needs of children.
- 8.33 The Social Care team had also engaged in partnership work to address particular issues in schools. This included VAWG colleagues but also housing colleagues and tenancy management teams to identify potential issues with specific children who could be experiencing intergenerational trauma and also with police officers in Safer Neighbourhood Teams attached to schools. The Assistant Director for Social Care reported that this work

was beginning to have an impact on the way that students had been able to describe issues affecting them when speaking to their pastoral team. Some of this evidence may be included in the evaluation report that was previously referred to, though there were also some specific case examples. Some schools had also created their own videos to promote the work that social workers had completed in the three key areas and the impact.

Children's IDVA

- 8.34 The Assistant Director for Social Care explained that, despite the introduction of the Domestic Abuse Act 2021, there was still a lot of work to do in Haringey around having a Children's IDVA (Independent Domestic Violence/Abuse Advocate) as this was a particular skill involving making children feel safe and able to share what was happening in their household. However, Haringey did have the Bambu service (providing specialist support to children impacted by domestic abuse in the home) which was working well with social workers in schools but was not advocacy.

- 8.35 The Assistant Director for Social Care noted that social workers in schools were particularly strong at identifying themes, patterns and issues, and then mobilising professionals to address those issues. However, it was understood that more would need to be done following the introduction of the Domestic Abuse Act 2021, which is why the Children's IDVA was needed along with support from MARAC (Multi-agency risk assessment conference) so that cases involving children from domestic abuse households could be considered in a sensitive, child-focused way.

- 8.36 Asked about the funding source for a children's IDVA, the Assistant Director for Social Care acknowledged that this was an area of financial vulnerability because it was not entirely clear through the 2021 legislation who had responsibility for IDVAs. So there could be a mechanism through the MARAC and organisations such as Whittington Health and Hearthstone could also have involvement.

Everyone's Invited initiative

- 8.37 The Assistant Director for Social Care also spoke about the Everyone's Invited initiative, set up by the Haringey Safeguarding Children Partnership (HSCP), resulting from the Sarah Everard case. This involved a working group including representatives of schools in Haringey and other partners. The work included a review of policy and practice with all schools to ensure that it would support them to keep children safe as well as training delivered to a selection of schools based on local data to be targeted at local need.

- 8.38 Children now had a range of methods within those schools to share their experiences and access support. Partners such as the Safer Neighbourhood teams had gone into schools to deliver workshops and there had been a push to work with GPs to ensure that their duty around identifying domestic abuse was effective and that they were liaising with children's social care and schools. A local audit tool had been developed to help schools to evaluate how well they were addressing these issues. The Local Authority Designated Officer (LADO) had played a pivotal role in facilitating workshops in schools. Two independent people, Tony Hartley (a retired headteacher) and Angela Corby (an ex-HMI inspector), had been appointed

to visit schools and provide advice on what more they could do about peer-on-peer abuse and domestic abuse.

- 8.39 Asked whether the training in selected schools that was mentioned would be provided to all schools across the Borough. The Assistant Director for Social Care confirmed that this was the ambition but pointed out that all schools had a Designated Safeguarding Lead (DSL) and that, through the DSL schools forum, they had all had access to the domestic abuse training and the Everyone's Invited bespoke peer-on-peer training through the HSCP. The schools that had been selected were prioritised having been identified through data analysis as needing a particular injection of this dedicated piece of work.

Family Hubs

- 8.40 The Committee spoke with the Assistant Director for Early Health Prevention and SEND, regarding the introduction of new Family Hubs and their role in preventing domestic abuse.
- 8.41 'Family Hubs' would provide families with a single access point to integrated family support. Some support and services will be available online/virtually and include health, education and care and other support for families. This early intervention approach replicates the Children's Centre and Sure Start model.
- A Family Hub supports families from conception, through the child's early years and up to the age of 19 (or 25 for young people with special educational needs and disabilities).
 - Family Hubs provide family support early, when families need it, providing universal and targeted services, and access to more intensive support. So although it was a universal offer, there was an expectation that the programme would target families that need support to prevent escalation to statutory and high cost services.
 - Family Hubs can support all families, but it is particularly important that they are designed to be accessible to families experiencing social and economic disadvantage or those from minoritised groups who experience inequalities and/or exclusion.
- 8.42 Haringey was one of 75 local authorities to receive government funding for this programme, based on areas of deprivation, with the long-term aim of providing sustainable funding across the country. There would be four Family Hubs in Haringey, one of which had opened in June 2023 (at the Triangle Centre, South Tottenham). The other three Hubs were due to be up and running by 2025 and would be located in the North-East, Central and West areas of the Borough.
- 8.43 In terms of domestic abuse support, the Family Hubs would provide face-to-face support including:
- Staff in the family hub are aware of the Domestic Abuse Statutory Guidance, are trauma informed, and can distinguish between parental conflict and domestic abuse, recognise signs of all forms of domestic abuse (including coercive control), the impact of this abuse on victims (adult and child, including where children see, hear or experience the effects of domestic abuse). Staff in the family hub are also aware of key risk points, such as pregnancy and ending an abusive relationship.

- Staff in the Family Hub have a good understanding of the support services available locally and are able to connect adult and child victims to specialist domestic abuse services (including VCS organisations) either on site or within the family hub network, as well as support from other agencies such as health, police, housing and/or local safe accommodation.
 - Private spaces are available to allow victim (adult and/or child) to speak confidentially, to reduce risk associated with disclosing in front of perpetrators.
 - Funding was also provided from the Department for Work and Pensions to all local authorities for a three-year Reducing Parental Conflict programme.
- 8.44 There had been substantial communications work including through a very active parent carer panel led by local parents in informing the offer. In addition, every household in the area had been written to with details of the development of Family Hubs, including building works.
- 8.45 A Committee Member observed that some VAWG services in Enfield were based in Children’s Centres for a day per week and suggested that similar connections be developed with Family Hubs. Officers responded that they were keen to offer space in the Family Hubs to any organisation that could support families and children and would be working with the VAWG lead on the space within Family Hubs.
- 8.46 As of February 2026, there are four active Family Hubs:
- Triangle Centre Family Hub (Seven Sisters ward)
 - Muswell Hill Centre Family Hub (Muswell Hill ward)
 - Northumberland Family Hub (Northumberland Park ward)
 - Rising Green Family Hub (Noel Park ward)
- 8.47 The Family Hubs are supported by ‘Navigators’ – these are members of staff who act as the first point of contact for children and families and help to provide advice and guidance and to help people access appropriate support services. This includes information about employment opportunities, financial support, domestic abuse and physical & mental health support.
- 8.48 Given the many different aspects of VAWG and the diverse range of VAWG services in Haringey as set out in section 6 of this report, the Committee was keen to ensure that the advice and guidance provided by Family Hub Navigators is not limited to domestic abuse. The Committee recommended that checks be made to ensure that all Family Hub Navigators have received VAWG training, including on how to spot the signs of someone who may be affected by VAWG and that they are equipped with the full range of information about VAWG support services that are available.

RECOMMENDATION 8 – That all Family Hub Navigators are fully VAWG trained so that they can identify individuals and families affected by VAWG and that advice, guidance and referrals to support services is provided within the Family Hubs.

Children & Young People’s Services

- 8.49 The VAWG Programme Lead outlined to the Committee some other services focused on children and young people:
- **Young women & girls Independent Domestic & Sexual Violence Advocate (IDSVA)** – The IDSVA offers free and confidential one-to-one support for young women and girls aged 11-25 that have witnessed, been subjected to or at risk of domestic/sexual violence. Practical and emotional support is offered either by phone, video call or face to face. Support is also provided throughout the criminal justice process where necessary, including helping the young woman/girl to understand their options and rights.
 - **Bambu Project** – The Bambu project was delivered by the Richmond Fellowship (for 11-15 year olds) and Rise Mutual (for 16-24 year olds) and was not funded by the Council. This provided tailored, specialist support to meet the holistic needs of children and young people impacted by domestic abuse in the home. This involved work around resilience, trauma and cognitive behavioural therapies.
 - **CAPVA Project** – The CAPVA (Child & Adolescent to Parent Violence and Abuse intervention) Project is for children and young people aged 11-17 who have been identified as displaying abusive behaviour towards their parents, siblings or other family members (or up to age 24 if the individual has been identified as vulnerable or neurodivergent). Practitioners work with the child and their family for 6-8 months teaching Non-Violent Resistance techniques and to build resilience, improve communication and develop empathy increasing wellbeing.
- 8.50 Asked about the need to tackle misogynistic behaviour in schools, the VAWG Programme Lead told the Committee that the Bambu and CAPVA projects were new and that the training previously referred to on incel culture and other issues was also new. This training would enable the Children and Young People's workforce to have more informed and more supportive conversations with the young people. In addition, a safeguarding working group had been set up in response to the Everyone's Invited initiative and the terms of reference had now been adapted to focus on VAWG more broadly. In addition, the Commissioning Officer reported that Solace were also piloting a programme working with young men and boys at Alexandra Park School with a view to expanding this to other schools. There was also a focus on long-term sustainability for the programme including training for teachers so that they know how best to respond to disclosures for example. However, the scope of what could be delivered was limited by the size of the contract.

Issues affecting young people – Online Safety

- 8.51 The VAWG Programme Lead informed the Committee that the Online Safety Act came into force at the end of 2023. The key points of this were:
- Services under Ofcom's remit will have to protect users from illegal content and activities online and protect children from harmful content.
 - Stalking and harassment and Controlling and Coercive Behaviour (CCB) recognised as 'priority offences'.
 - Domestic Abuse Commissioner working with Ofcom to develop statutory guidance to tackle VAWG online, informed by VAWG Code of Practice developed by experts in the sector.

- 8.52 Online harm was disproportionately experienced by women and girls. Refuge had found that 60% of survivors of domestic abuse had experienced coercive and controlling behaviours that were perpetrated in online spaces. Women and girls were also more likely to be the victims of online offences such as cyber flashing or the sharing of intimate images without consent.
- 8.53 Intentionally sharing an intimate image without consent was already a criminal offence but the law had now been strengthened by added the element of doing so with the intention of causing alarm, distress or humiliation. Threatening to share an intimate image or film was also a criminal offence within the act because this was a common tactic of coercive and controlling behaviours.

Involvement of Children & Young People in the consultation for the new Haringey VAWG strategy

- 8.54 Throughout the collection of evidence set out in Section 8 of this report, the Committee was mindful of the profound impact that VAWG has on the children and young people who are affected by it.
- 8.55 The Committee welcomed the provisions of the Domestic Abuse Act 2021 which specified that children who see, hear or experience the effects of domestic abuse within the home are to be specifically recognised as victims.
- 8.56 The Committee emphasised the importance of understanding the views of young people in the development of the new local VAWG Strategy for Haringey, including the support available to them in schools. Areas highlighted by the Committee included:
- Are they aware of support services that are available?
 - Do they think that the current support services provide the help that young people may need and, if not, what other services do they think should be available?
 - What kind of information do they think should be provided in schools that would help them?

RECOMMENDATION 9 – For the consultation on the new VAWG Strategy for Haringey to proactively involve young people, across different communities and areas of the Borough.

RECOMMENDATION 10 – For the new VAWG Strategy for Haringey to include a strong emphasis on the needs of children and young people who are affected by VAWG, including online harms.

- 8.57 The Committee also emphasised the importance of longer-term involvement of young people in the co-design of the Council’s VAWG approach. This would help to ensure that the Council’s policies better reflected the lived experience, local context, and cultural realities of young people. This could also help to establish stronger trust between schools, young people and the Council.
- 8.58 Some approaches proposed by the Committee to establish long-term co-design principles with children and young people on VAWG policies were:

- **Establish School-Based Youth Design Panels**
 - Every secondary school (and a selection of primaries) should create a *Youth Design Panel* — a diverse group of pupils (11–18 years old) supported by a trained facilitator.
 - Panels would meet termly to discuss themes like safety, relationships, respect, and equality.
 - Findings feed into borough-wide strategy through a structured reporting channel.
- **Create a Borough-Wide “Youth Policy Assembly”**
 - Representatives from each school’s panel form a **Haringey's Youth Policy Assembly**, chaired jointly by a young person and a Council officer.
 - The Assembly co-produces draft priorities, reviews Council actions, and provides feedback on delivery plans before final sign-off.
- **Provide Safeguarded Participation Structures**
 - Ensure all engagement is trauma-informed and facilitated by trained youth workers or educators.
 - Provide anonymised feedback routes for sensitive issues (violence, harassment, abuse).
 - Include clear consent, safeguarding, and escalation protocols.
- **Build a “You Said – We Did” Accountability Loop**
 - Publish annual summaries showing how young people’s input shaped specific policies, e.g. “Students told us they didn’t feel safe on the walk to school — we funded extra street lighting and police liaison.”
 - Make this report public and present it to Cabinet and the Safeguarding Board.
- **Resource and Evaluate the Framework**
 - Allocate a small dedicated budget (shared between Education and Community Safety).
 - Commission an independent annual evaluation (perhaps via a local university or youth organisation) to assess inclusivity and impact.

RECOMMENDATION 11 – To establish long-term co-design structures to include children and young people in the development of VAWG policies in Haringey.

9. Evidence received – Community-based interventions

Hearthstone Domestic Violence Advice and Support Centre

- 9.1 Evidence was received from the Hearthstone Domestic Violence Advice and Support Centre which provides emotional and practical support for anyone experiencing domestic abuse in Haringey.

- 9.2 The Assistant Director for Housing Demand explained that Hearthstone had been in place in Haringey for many years following a recommendation from a scrutiny committee to create the service. A survey had established that survivors of domestic abuse needed to be in contact with up to nine different agencies in order to get their lives back on track and so the premise of Hearthstone was to bring these services together in one place. This originally included a full-time police officer and also social care workers being co-located to Hearthstone for part of the week. However, there were now fewer staff resources available.
- 9.3 Hearthstone was managed through the Housing Demand team (which was now in the Adults, Health & Communities department since Homes for Haringey had returned to the Council) so there was scope to work closely with the Public Health team and commissioning staff. Hearthstone received funding from various sources including the General Fund and the Housing Revenue Account, there was a staff post funded by housing related support and there was funding from homelessness prevention grants and a new burdens grant resulting from the likely impact of the Domestic Abuse Act on housing.
- 9.4 The Hearthstone Manager provided an overview of her team which included a senior caseworker, two full-time caseworkers and a part-time caseworker, an administrator and a floating support worker for specific housing-related support cases. The team worked with partners including children's and adult social care, the Police and VAWG specialists in the borough including the commissioned IDVAs, Solace and the London Black Women's Project.
- 9.5 The service offer was to provide a holistic package of emotional and practical support for anybody over the age of 16 in the Borough who had experienced domestic abuse. The overall service offer included:
- General advice and support around domestic abuse;
 - Support across the range of VAWG issues with referrals to specialists;
 - Housing advice and options;
 - Access to pro-bono legal advice on a range of civil remedies, such as injunctions;
 - Counselling, including through Nafsiyat which provides intercultural therapy in a range of languages;
 - Gendered violence workshops;
 - Domestic Abuse Awareness and Understanding Training;
 - Sessions with specialist caseworker;
 - Partnership working with VAWG partners supporting with links to the housing teams.
- 9.6 A large proportion of approaches to Hearthstone services were from Haringey leaseholders or tenants or from people approaching as homeless because of the domestic abuse they were experiencing. The housing options provided by Hearthstone included:
- Management Transfer for Haringey tenants – caseworkers support individuals through the process and provide the direct link with the tenancy offer to ensure that the offer meets the needs of the individual (and their families) including their safety needs.
 - Link to pan-London Reciprocal Agreement – Haringey secure tenants are able to be moved to the Borough of their choice.

- Access to women’s refuges.
- Access to the supported housing pathway – links had strengthened here as all officers were now in all in the Adults Health & Communities department.
- Access to private rented accommodation – including support with deposits and finding properties.
- Joint Housing Needs Assessments and Housing Plans.
- Supporting people through homelessness applications.

9.7 The Sanctuary Scheme supported survivors of domestic abuse who wished to remain in their own homes. Measures available included locks, secured doors/windows and secure rooms and this was offered across tenure. This work was done in-house by Haringey Repairs Service operatives with the support of specialists in the Police and Community Safety Team. These types of security measures worked most effectively alongside a non-molestation order and/or an occupation order. There was a UK-wide benchmark exercise currently being carried out because some Boroughs were able to provide additional measures such as CCTV which not all Boroughs were able to provide funding for. Following installation, ongoing support was provided through a Sanctuary officer and a floating support worker.

9.8 Hearthstone supported a total of 358 households in 2022/23 following a full assessment, with the main referral routes being:

- Self-referral – 25.35%
- Housing needs – 23.10%
- Children & Young People Services – 21.41%
- Customer Services – 10.14%

9.9 The outcomes of the 358 cases in 2022/23 were:

- 92% agreed to access advice and safety planning through Hearthstone.
- 50% accessed counselling support.
- 48% accessed legal remedy.
- 35% explored housing options with Hearthstone.
- 25% wanted to be referred to floating support.

9.10 The Assistant Director for Housing Demand noted that Homes for Haringey (prior to the transfer of services back to the Council) had applied for DAHA (Domestic Abuse Housing Alliance) accreditation. This was specialist domestic abuse accreditation for housing providers and involved the review of policies and procedures, such as tenancy agreements. There was also an awareness that the staff out and about on the estates were often repairs operatives and others so work had been carried out on broader awareness raising and training so that referrals to VAWG services could be made where appropriate.

Housing and DAHA Accreditation

9.11 A previous version of the Government’s national VAWG Strategy (2016-2020) described how a housing officer may be a VAWG victim’s first point of call and that “*Housing providers are*

ideally placed to identify those carrying out domestic abuse and also those at risk, including children”.²⁷

- 9.12 The Domestic Abuse Housing Alliance (DAHA) provides accreditation for housing providers which it describes as *“the UK benchmark for how housing providers should respond to domestic abuse”*. The accreditation is based on a framework of 8 priority areas that considers an organisation’s operations and delivers safe and effective interventions in domestic abuse. The priority areas are:
- Policies & Procedures
 - Publicity & Awareness Raising
 - Partnerships & Collaboration
 - Safety-led Case Management
 - Survivor-led Support
 - Intersectional & Anti-racist Practice
 - Perpetrator Accountability
 - Staff Development & Support
- 9.13 In evidence from the Council’s VAWG team, the Committee was informed that the Council was currently engaged with the DAHA accreditation process with the aim of achieving accreditation by 2027 as a housing provider. The Committee welcomed the progress in this area and recognised that achieving accreditation against a high standard across a range of priority areas was a lengthy process which required steps such as the development of a comprehensive training plan for example.
- 9.14 The Committee was also informed that some Housing Associations which operate in the Borough were already DAHA accredited while others were not. The Committee felt that all housing providers in the Borough should aspire to the same high standard on VAWG to ensure that tenants affected by VAWG were supported and should therefore aim to achieve DAHA accreditation.
- 9.15 While the Committee recognised that the process of Housing Associations seeking DAHA accredited would be independent from the Council, the Council should encourage local Housing Associations to do so.

RECOMMENDATION 12 – That the Council should promote Domestic Abuse Housing Alliance (DAHA) accreditation to other housing providers in Haringey.

MARAC (Multi-Agency Risk Assessment Conference)

- 9.16 A MARAC (Multi-Agency Risk Assessment Conference) is a local multi-agency meeting where information is share on the highest risk cases of domestic abuse. This is a national model with guidance on best practice provided by the Government.

²⁷ p.38 Ending Violence Against Women & Girls Strategy 2016-2020, HM Government
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/522166/VAWG_Strategy_FINAL_PUBLICATION_MASTER_vRB.PDF

- 9.17 The Committee took evidence from the Senior Coordinator for the Haringey MARAC. As of 2025/26, the Haringey MARAC was coordinated by the national charity, Standing Together Against Domestic Abuse (STADA) which also coordinated MARACs in three other London Boroughs²⁸. However, a Cabinet report published in December 2025 indicated that the provision of the MARAC coordination would be brought in-house from April 2026.²⁹
- 9.18 The Committee was informed that each of the four MARACs across the four Boroughs typically heard between 300 and 700 cases per year. The Haringey MARAC met every three weeks and the agencies represented were:
- IDVA/DV Support Service (advocating for the victims/survivors at the meetings)
 - Police
 - Probation
 - CYPS
 - Adult Safeguarding
 - Mental Health
 - Substance Misuse
 - Health
 - Housing
- 9.19 The aim of the MARAC was to reduce the risk to victims/survivors of domestic abuse who had been assessed as being at high risk of serious harm or homicide – this represented approximately the top 10% of cases. The partnership arrangements involved sharing information and putting in place an action plan with effective and safe interventions to reduce risk. It also involved holding each other to account and professionally challenging each other to reach the best and most creative outcomes for victims/survivors. The victims/survivors' voice should be at the centre of this process and the action plan should be reflective of this. As the victims/survivors did not attend the MARAC meeting it was imperative to express their voice and needs through this process.

Information sharing

- 9.20 The Committee explored issues around appropriate information sharing through the MARAC. It was explained that GP practices were the service that tended to have the most direct contact with victims/survivors so it was important that they were involved in that process. In Haringey, there was an active information sharing process in place with a number of the GP practices signed up to the MARAC. If the MARAC held the victims/survivors' GP information, then they could share information with the GP who would be expected to then flag and tag their records accordingly (as would other relevant agencies contacted by the MARAC after a case had been raised at the MARAC) and then the GP would be aware of this at the next patient appointment and could undertake any necessary safeguarding actions. However, in some cases, the GP point of contact was not known and the information sharing would therefore not be possible. It was noted that there were restrictions on information sharing due to the confidential nature of the MARAC and so it was important to have as

²⁸ These are Westminster, Hammersmith & Fulham and Kensington & Chelsea.

²⁹ Item 358, meeting of the Cabinet, 9th December 2025 <https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=84182>

many professionals and agencies as possible signed up to the information sharing protocols so that this could be done in a safe way.

- 9.21 Concerns were expressed by Members that, in practice, information sharing may not be happening in some parts of the Borough and that while information may get referred on from GP practices, the GPs often did not receive any information back. This meant that patients would often have to unnecessarily recount their experiences again to their GPs. The Senior Coordinator for the Haringey MARAC informed the Committee that she would send minutes to GPs that had requested it or provided information about a patient, but acknowledged that it could be tricky if GPs did not provide any information and this could be why there were sometimes gaps.
- 9.22 Other considerations by the MARAC around information sharing included:
- That the MARAC did not own the data that it held and therefore needed to be mindful about the information that it shared. It was necessary to consider who was requesting information and why.
 - It was necessary to consider the consequences of the wrong person obtaining sensitive documentation and the additional risk that this could impose on a victim/survivor. A perpetrator should not be made aware of the MARAC process as this suggested that the victim/survivor had made a disclosure to a professional and there were no circumstances under which a perpetrator would be given access to MARAC information. This was made clear to professionals through MARAC training.
 - Victim/survivors could make a subject access request to have access to the MARAC minutes about them.
- 9.23 A Committee Member spoke about the importance of multi-agency communications and coordination, particularly between the Police, Probation, Prisons and the MARAC, when a perpetrator was released from prison as failure to do so exposed the victim/survivor to greater risk. The Senior Coordinator responded that the MARAC had encountered these kinds of challenges before and acknowledged that there may be certain agencies and professionals who perhaps did not know how to manage that risk in some cases.
- 9.24 A Committee Member highlighted the role of MAPPA (Multi-Agency Public Protection Arrangements) which managed the risk of perpetrators, but expressed concern that this was limited to too few cases. The Senior Coordinator noted that a challenge faced at the MARAC was that it was not statutory whereas MAPPA was and so a stronger reaction and response to MAPPA was often seen. Ideally, the MARAC would also be statutory as this would help to get all partners on the same page.
- 9.25 Asked if there were particular challenges with information sharing where there are different arrangements across Boroughs or where some partners, such as local authorities, were sometimes not viewed by other agencies to be on an equal footing with the same level of responsibilities and challenges. The Senior Coordinator acknowledged that there were different approaches to coordinating a MARAC and noted that, in her personal opinion, where a MARAC was coordinated by the Police, it could be much more perpetrator-focused and on arrest/criminal history with less focus on the victim/survivor. She also acknowledged the point about equal footing and reiterated the previous concern that some statutory

agencies and/or professionals may consider that they may be able to safeguard the individual themselves rather than needing to fully engage with the multi-agency process so this was an ongoing challenge.

Prioritisation of cases

- 9.26 The Committee queried the determination of which cases were sufficiently prioritised to reach the MARAC, highlighting the increased risk of homicides and suicides relating to domestic violence from cases which did not reach the MARAC. The Senior Coordinator agreed that this was a concern and emphasised that the reason the MARAC existed was to reduce that risk to victims/survivors. The issue was ensuring that the right cases were referred to the MARAC at an early stage so there was a real push to reach out to partners to provide MARAC workshops and briefings to improve awareness about the MARAC process. This emphasised the multi-agency approach to domestic abuse so that, if they are working with a victim/survivor or perpetrator that they think is high risk, they know what to do and how to safeguard that individual. Some agencies (e.g. social workers) may think that they can safeguard by themselves but a multi-agency response was provided to be more effective. The MARAC platform enabled professionals to challenge one another and enable liaison between professionals on managing risk. Representatives on the MARAC could also raise concerns about any agencies that they felt were not participating in the multi-agency approach.
- 9.27 In terms of future actions that could improve MARAC referrals, the Senior Coordinator suggested that mandatory training on domestic abuse could be beneficial, noting that new starters at various agencies would typically have an induction period which would often include a safeguarding induction. Training on domestic abuse and the MARAC process could be beneficial at that stage as some professionals were unaware of the MARAC and its role or how to refer to it when they might be in a position to help a client or patient.

Joint Action Plans

- 9.28 Committee Members requested details of how action plans were tracked, including with reporting back to all relevant agencies. The Senior Coordinator explained that the MARAC did keep track of when actions had been set and when the time limit expired. Overdue actions would then be raised with the relevant agency and escalated to line managers or VAWG leads where appropriate in cases where responses were not occurring. Some agencies were better than others in providing updates and, in some cases, it may be that the action had been completed but that the MARAC was not being provided with the information about this and so actions were showing as being outstanding. She added that the MARAC was always looking for ways to improve the action tracking process.

RECOMMENDATION 13 – That the Cabinet Member should emphasise to all multi-agency partners the Council's strong support for the MARAC coordination of action plans and the importance of ensuring that this process operates effectively when brought in-house from April 2026.

Immigration status

- 9.29 Queries were raised about women experiencing domestic abuse who had immigration status issues as they could often be fearful about being referred to authorities, particularly with the Police as a partner agency to the MARAC and domestic abuse services. The Senior Coordinator agreed that, when the MARAC was aware of victim/survivors with immigration or NRPF (No Recourse to Public Funds) issues, it was clear that it was very difficult for them to access support, there was a lack of agencies to refer them to and they were very worried about the possible repercussions of being in contact with statutory services. This was an issue across all Boroughs. The MARAC did include any immigration/NRPF issues on referral forms to services so that they were aware of the sensitivities and any actions taken or required. She acknowledged that there could be difficulties with the Police as partners if there was a potential criminal offence involved but this was for the MARAC chair to navigate that situation as the purpose of the MARAC was to address the risk of serious harm or homicide and not to hinder victim/survivors. There could also be a lack of overall support for people with immigration/NRPF issues so these cases sometimes required thinking outside of the box from partners across the MARAC.

Metropolitan Police

- 9.30 The Committee heard directly from several local Metropolitan Police officers about their work on VAWG prevention in Haringey.
- 9.31 The Committee was informed that changes were coming into effect as a result of the recent criticism of Public Protection (Casey Review) and also Operation Aegis was ongoing – this was a two-year project involving teams of officers experienced in public protection visiting every Basic Command Unit (BCU) to work with them for a period of time to improve processes and morale. The team had visited North Area BCU recently and had provided a report including learning that had been taken on board.
- 9.32 Staffing was an area of change that had been highlighted as part of these findings and so the Community Safety teams (responsible for domestic abuse investigations) would get one additional DI (Detective Inspector), four additional DSs (Detective Sergeants) and 12 DCs (Detective Constables) in order to help with workload issues, both in terms of volume and experience. The RASSO teams (Rape and Serious Sexual Offences) would get one additional DI, one additional DS and two additional DCs. The Sexual Exploitation teams (dealing with offences against children and young people) would get one additional DS and four DCs. All of these posts would not be filled immediately but this would be the main change.
- 9.33 Examples of specific action that could be taken against offenders included:
- A Domestic Violence Protection Notice (DVPN) enables the Police to take immediate emergency protection measures outside of the evidential chain (i.e. separate to any ongoing investigation or legal proceedings) when risk was considered to be high. If an offender breached a notice issued to them, they could be arrested and brought before the courts.
 - Sexual Risk Orders and Stalking Preventative Orders could also be used. There was a recent example of this being used against a known offender who was observed to be stalking lone females. The Order was restrictive and prohibited him from engaging

with any lone females. He was proactively monitored through surveillance with patterns of behaviour observed and he was caught breaching his order which enabled an arrest.

- Another change taking place was the offender focus which would be a more proactive rather than reactive part of offender management including through the Predatory Offender Unit and Risk Management Unit.
- An initiative called VAWG 100 involved a risk management tool which had identified the 100 most prolific offenders in the Metropolitan Police area. This information was provided to the proactive teams with the expectation of utilising every method possible to target these individuals and prevent further offences.

9.34 Community based initiatives included:

- Proactive policing through the Town Centre teams, including speaking to the managers of the local businesses and requesting the opportunity to deliver a personalised presentation to the staff and speak to them about their priorities and concerns. This often involved night-time economy crime and the concerns raised would vary according to the individual, but some people expressed concerns that they were at greater risk of crime because of their gender. The advice included what you should do in certain situations and how to reduce the risk of being a victim of crime, including offences involving drink spiking and harassment in the street for example, and how to report offences. Information was also provided about what the Police was doing to tackle these types of offences.
- The Walk and Talk initiative was a Metropolitan Police-wide VAWG initiative to provide women over the age of 18 with the opportunity to engage with a female Police officer in plain clothes to share concerns and experiences about safety in a private way. The feedback was relayed back to other officers/teams or to other partnership agencies where, for example, there were concerns about street lighting in a particular area. Patrols could also be targeted at a specific area, such as a park or near a late night bar/club area for example, if there were particular concerns raised.
- Working with partner agencies to divert young people from coming into contact with the Police. This including engaging with men and boys about their how their behaviour could potentially impact on women and girls.
- There had been recent engagement with the Somali community through the RISE project by attending the female-only Rise & Shine coffee mornings to enable them to discuss VAWG issues that they didn't know how to raise or deal with due to stigma, cultural issues or not having the confidence to speak to services directly.

9.35 The Committee welcomed the proactive initiatives being undertaken to engage with local communities on VAWG issues. The Committee was conscious that there was considerable underreporting of VAWG crimes³⁰ and that it was therefore crucial for women and girls to feel comfortable to be able to report incidents to the Police. In particular, the Committee

³⁰ p.3, 17 & 19, VAWG Strategic Threat Assessment, National Police Chiefs' Council (2023)
<https://www.npcc.police.uk/SysSiteAssets/media/downloads/our-work/vawg/violence-against-women-and-girls---strategic-threat-risk-assessment-2023.pdf>

felt that the Walk and Talk initiative provided a valuable and less formal route for women to be able to communicate concerns and experiences to Police.

- 9.36 The Committee also emphasised the importance of women and girls being regularly kept informed by the Police about the progress of their case.

RECOMMENDATION 14 – That advice for women and girls on the options available to them to report concerns and/or specific incidences of VAWG crime to the Police should be included in the new local VAWG strategy, through local VAWG-related services and wider communications on VAWG issues.

10. Implications of 2025 Supreme Court Ruling on the Equality Act

- 10.1 In April 2025, the Supreme Court of the United Kingdom issued a judgment³¹ on the correct interpretation of the Equality Act 2010, with particular reference to how the words “woman” and “sex” are defined in the Act.
- 10.2 The Equality Act defines nine protected characteristics which are provided with statutory protection from discrimination, harassment and victimisation. These characteristics are: Age, Disability, Gender Reassignment, Marriage & Civil Partnership, Pregnancy & Maternity, Race, Religion or Belief, Sex, Sexual Orientation.
- 10.3 The judgment was the outcome of the final stage of legal proceedings brought by the campaign group For Women Scotland against the Scottish Ministers. The judgment was that the terms “man”, “woman” and “sex” in the Equality Act 2010 refer to biological sex.
- 10.4 The rights of transgender people remain protected under the Equality Act by virtue of the ‘gender reassignment’ characteristic and through the Gender Recognition Act 2004. They are also able to invoke the provisions on direct discrimination and harassment, and indirect discrimination on the basis of sex. A trans woman can claim sex discrimination because she is perceived to be a woman.
- 10.5 The judgment has implications for a range of services, but in the context of VAWG services provided by local authorities this could mean that a failure to provide single-sex services, for example at women’s refuges, would be indirect discrimination. The Equality & Human Rights Commission (EHRC) has updated its Statutory Code of Practice for services, public functions and associations. An EHRC consultation on the updated Code closed at the end of June 2025³² but, as of March 2026, the new draft Code has not been laid before Parliament.
- 10.6 Asked by the Committee about the likely implication of the judgment for Haringey’s VAWG services, the VAWG Programme Lead reported that the team was represented on a cross-

³¹ United Kingdom Supreme Court Judgment, *For Women Scotland Ltd v The Scottish Ministers*, April 2025:

https://supremecourt.uk/uploads/uksc_2024_0042_judgment_aea6c48cee.pdf

³² ECHR update on Code of Practice for services, public functions and associations:

<https://www.equalityhumanrights.com/equality/equality-act-2010/codes-practice/code-practice-services-public-functions-and-associations>

organisational working group that was examining these issues. She also noted that referrals for trans-women were relatively infrequent.

- 10.7 The Committee concluded that further clarity was required on the provision of VAWG services in Haringey to ensure that they were compliant with the Supreme Court ruling and therefore recommended that a full review of the Council's VAWG policy be carried out.

RECOMMENDATION 15 - That a review be carried out of the council's VAWG policy, and all services and risk assessments, to ensure they reflect the definition of "sex" in the Equality Act as established by the Supreme Court ruling in 'For Women Scotland v The Scottish Ministers'.

RECOMMENDATION 16 - To ensure that specialist provision is available in Haringey for people who fall outside of the legal definition.

Appendix 2 – Response to the Recommendations of the Overview & Scrutiny Committee on Prevention of Violence Against Women & Girls

No.	Recommendation	Suggested Response (Agreed/Not Agreed/Partially Agreed)	Response to Recommendation
1	The Committee welcomed the introduction of mandatory Domestic Abuse Awareness training for all Council staff and suggested that the uptake and impact of this training should be monitored, including an assessment of the number of VAWG interventions and referrals made by staff over time. The Committee also recommended that mandatory specialist training should be provided for members of staff who deliver services directly to residents.	Partially Agreed	Training will continue to be made available to all Council staff through a range of accessible formats. While mandating completion across all roles may not be proportionate or feasible, uptake will be monitored and learning used to inform ongoing development of the programme. The Council recognises the importance of understanding the impact of training on practice; however, capturing and attributing VAWG-related interventions and referrals made by staff over time is complex, given the range of services involved and varying data systems. As such, a proportionate approach will be taken, drawing on a combination of uptake data, feedback and service-level insights where available. Targeted, specialist training will be prioritised for staff in resident-facing roles to strengthen identification, response and safeguarding practice.
2	The Committee recommended that Domestic Abuse Awareness training should also be made available to the wider community and voluntary sector in Haringey so that more people in a position to intervene are trained to recognise the signs of domestic violence and emotional abuse.	Partially Agreed	The Council will continue to make VAWG training available to the voluntary and community sector, subject to available capacity and funding. This will support a broader network of professionals and community leaders to recognise signs of abuse and respond appropriately, strengthening early identification and community-based support. VAWG training can periodically be made available to the wider community depending on VAWG team capacity and funding available to commission external training

3	Commenting on general issues associated with a local strategic approach, the Committee recommended that, given the short-term nature of some government funded projects, the VAWG team should assemble end of project reports with a brief introduction on the learnings and the future viability of projects within the lifetime of the upcoming local strategy.	Agreed	The VAWG team will incorporate end-of-project learning into programme reviews and strategic planning. This will include capturing key outcomes, lessons learnt and considerations for sustainability, to inform future commissioning and ensure effective use of short-term funding within the longer-term strategic approach.
4	That the Council should signpost to specialist support services, advice and guidance which could be of help to people who have been bereaved by a VAWG-related homicide or suicide.	Agreed	The Council will continue to promote access to specialist bereavement support, including postvention services available across North Central London. This includes signposting through local suicide prevention and safeguarding partnerships. Work will also continue to strengthen pathways for those affected by VAWG-related homicide, ensuring appropriate specialist advice and support is accessible.
5	That the local VAWG Strategy should be linked to the local Suicide Prevention Strategy and its strategic objective of supporting people bereaved by suicide.	Agreed	The development of the new Strategy will be started in 2027. This will be a wider Gender Based Violence Strategy as referenced by the cabinet member introduction. It will be closely aligned with the existing Suicide Prevention Strategy, including shared priorities relating to bereavement support. This will ensure a coherent, whole-system response to overlapping risks and vulnerabilities.
6	Educational programmes such as Protect Our Women (POW) should be delivered in all Haringey secondary schools as there is only partial coverage currently.	Agreed	The Council is committed to expanding the reach of educational programmes such as Protect Our Women (POW). Delivery across all secondary schools will be explored in partnership with schools, taking into account curriculum capacity, delivery models and available resources, with a focus on increasing coverage over time.
7	That the development of a whole-school approach on VAWG in Haringey schools should be a stated objective of the Council, that a detailed implementation plan should be	Partially Agreed	A whole-school approach to VAWG is recognised as a key ambition; however, full implementation will require phased delivery. The Council will work with education partners to develop a longer-term plan, including exploring pilot approaches and identifying funding opportunities to support sustainable implementation.

	established within 12 months and that funding should be sought to develop a pilot programme.		
8	That all Family Hub Navigators are fully VAWG trained so that they can identify individuals and families affected by VAWG and that advice, guidance and referrals to support services is provided within the Family Hubs.	Agreed	All Family Hub Navigators will be supported to undertake VAWG training to enable early identification of need and appropriate signposting. This will be integrated into the wider Family Hub model to ensure consistent access to advice, guidance and referral pathways for affected individuals and families.
9	For the consultation on the new VAWG Strategy for Haringey to proactively involve young people, across different communities and areas of the Borough.	Agreed	Engagement with children and young people will be a central component of the Gender Based Violence Strategy consultation process. A range of inclusive approaches will be used to ensure diverse voices are heard across communities and localities within the borough in 2027.
10	For the new VAWG Strategy for Haringey to include a strong emphasis on the needs of children and young people who are affected by VAWG, including online harms.	Agreed	The new Gender Based Violence Strategy will include a strong focus on the needs of children and young people, recognising their experiences both as direct victims and as those affected within families. This will include specific attention to emerging risks such as online harms and exploitation, alongside prevention and early intervention approaches.
11	To establish long-term co-design structures to include children and young people in the development of VAWG policies in Haringey.	Agreed	The Council will seek to establish sustainable co-design approaches to involve children and young people in shaping Gender Based Violence policy and practice. This is critical to ensuring that services and interventions are relevant, accessible and responsive to lived experience.
12	That the Council should promote Domestic Abuse Housing Alliance (DAHA) accreditation to other housing providers in Haringey.	Agreed	The Council will promote DAHA accreditation across housing partners in Haringey. Progress will require partnership working and a phased approach, recognising the resource and system challenges and changes required to achieve and maintain accreditation standards

13	That the Cabinet Member should emphasise to all multi-agency partners the Council's strong support for the MARAC coordination of action plans and the importance of ensuring that this process operates effectively when brought in-house from April 2026.	Agreed	The Council will continue to emphasise the importance of effective MARAC processes to all partners, including robust coordination and accountability. Bringing MARAC in-house from April 2026 provides an opportunity to strengthen oversight, consistency and multi-agency response.
14	That advice for women and girls on the options available to them to report concerns and/or specific incidences of VAWG crime to the Police should be included in the new local VAWG strategy, through local VAWG-related services and wider communications on VAWG issues.	Agreed	Clear advice on reporting options will be included within the Gender Based Violence Strategy and associated communications. This will ensure that women and girls are aware of the range of pathways available, including police reporting as well as alternative support routes.
15	That a review be carried out of the council's VAWG policy, and all services and risk assessments, to ensure they reflect the definition of "sex" in the Equality Act as established by the Supreme Court ruling in 'For Women Scotland v The Scottish Ministers'.	Partially Agreed	The Council has a duty to comply with all aspects of the law, including protections within the Equality Act for all protected characteristics. Our primary focus is to have inclusive services that meet the needs of all our residents, and that our services are maximally trans inclusive as legally permitted. This includes consideration of VAWG-related services and policies, where safeguarding, risk management and gender-based considerations are integral to service delivery. The Council will continue reviewing policies via the working group and will additionally explore how to increase uptake of services for trans women who face significant barriers accessing appropriate support.
16	To ensure that specialist provision is available in Haringey for people who fall outside of the legal definition of "sex" in the Equality Act.	Partially Agreed	The Council recognises that following the Supreme Court ruling and the EHRC's Code of Practice to the Equality Act 2010, that trans women who experience GBV, for the purposes of the protected characteristic of sex, are considered to be the sex they were assigned at birth, regardless of their gender or certified sex.

			The EHRC's own impact assessment to its Code of Practice notes that any exclusion from services will have a negative impact on trans people. The Council will review the low uptake and referrals of trans women to its services, noting evidence that trans women experience sexual violence and domestic abuse at higher rates than non-trans women and work to reduce barriers in access to services.
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Report for: Cabinet - 15 September 2026

Item number: 10

Title: Matters referred to Cabinet by the Overview and Scrutiny Committee: Children, Young People's Scrutiny Review into the Provision of Services for Children Under One Year Old.

Report

authorised by: Ann Graham, Corporate Director: Children's Services

Lead Officer: Jack Newton, Director: Schools and Learning

Ward(s) affected: N/A

Report for Key/

Non Key Decision: Non Key

1. Describe the issue under consideration

1.1 This report provides an update to Cabinet Members on progress made against recommendations relating to support for babies aged under one year and their families. Refer to Appendix One: Scrutiny Review: Report on Provision of Services for Children Under One Year Old.

1.2 Detailed progress against the recommendations is provided in the table in Appendix Two: Response to the Recommendations of the Children and Young People's Scrutiny Panel. Of the four recommendations made; to date, two have been met with two partially met.

2. Cabinet Member Introduction

2.1 This review was undertaken to understand how well the services available in Haringey support children under one and their families during the earliest and most critical stages of life. Evidence gathered from Children's Services, Public Health, health partners, academics and local families highlighted the essential role of high-quality early relationships, accessible health visiting, and the strong early years and family hub offer already in place across the borough.

2.2 The Panel heard that capacity pressures, rising demand from the expansion of the nine-to-23-month entitlement, and a decline in the childminding workforce are significant challenges. Issues of inequality were repeatedly emphasised: the current funding model disproportionately benefits economically secure families while excluding those most likely to benefit from early education, peer support and affordable childcare.

2.3 I would like to thank the Children and Young People's Scrutiny Panel for undertaking this review. As stated, the first year of a child's life is the most formative, and highly influential in shaping socioeconomic outcomes for an individual. As such, Early Years interventions are particularly vital for us as we look to tackle the high levels of inequality in our borough, and this is integral to the strategic priorities of this administration. We want every child to have the best chance possible to fulfil their potential, and investing early pays for itself many times over in the long-term. I gladly accept these recommendations and indeed intend to go even further to develop our Early Years programme to serve the residents of Haringey.

3. Recommendations

That Cabinet:

3.1 Note the recommendations of the Children and Young People's Scrutiny Panel and the progress made against these as outlined in Appendix Two: Response to the Recommendations of the Children and Young People's Scrutiny Panel.

3.2 Responds to these recommendations as set out in Appendix Two.

4. Reasons for decision

4.1 Under the agreed terms of reference, the Overview and Scrutiny Committee (OSC) can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may:

- (a) Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (b) Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits;
- (c) Make reports and recommendations, on issues affecting the authority's area, or its inhabitants, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.

4.2 In this context, on 20th October 2025, the Overview and Scrutiny Committee agreed the terms of reference for the Review on Provision of Services for Children Under the Age of One and following the publication of findings, made a series of recommendations to improve delivery.

5. Alternative options considered

5.1 None. The final report and recommendations must be presented to Cabinet in line with paragraph 11, Part Four, Section G, Overview and Scrutiny Procedure Rules.

6. Background information

6.1 The rationale for the setting up of the review, including the scope and terms of reference, is outlined in paragraphs 3.3 to 3.8 of the report. Refer to Appendix One: Scrutiny Review: Report on Provision of Services for Children Under One Year Old.

7. Contribution to strategic outcomes

7.1 This review relates to the Children and Young People theme of Corporate Delivery Plan. Specifically, it relates to the Outcome Areas of Best Start in Life and Happy Childhoods.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Director of Legal & Governance, Equalities)

Finance and Procurement

8.1 Finance notes the contents of the report and recommendations made. It is anticipated that most of these, if adopted, can be implemented with existing resources. Where implementation of a recommendation would lead to additional resources being required, it will be assessed and would be subject to the relevant governance processes.

Legal

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

8.3 Under s9F Local Government Act 2000, Overview & Scrutiny Committee (OSC) have the powers to review and scrutinise decisions made or other action taken in connection with the discharge of any executive and non-executive functions and to make reports or recommendations to the executive or to the authority with respect to the discharge of those functions.

8.4 OSC also have the powers to make reports and recommendations to the executive or to the authority on matters which affect the authority's area or the inhabitants of its area. In order to discharge this scrutiny function, OSC has appointed a number of Scrutiny Review Panels.

8.5 The Children & Young People's Scrutiny Panel has conducted a review into the provision of services for under 1's in Haringey and make a number of recommendations for how these could be improved. Scrutiny Panels refer their findings/recommendations in the form of a written report, with the approval of the Overview and Scrutiny Committee, to the Cabinet. Under Section 9FE of the Local Government Act 2000, there is a duty on Cabinet to respond to the scrutiny report, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.

Equality

8.6 The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

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

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

9. Use of Appendices

- Appendix One: Scrutiny Review: Report on Provision of Services for Children Under One Year Old.
- Appendix Two: Response to the Recommendations of the Children and Young People's Scrutiny Panel.

10. Local Government (Access to Information) Act 1985

N/A



Scrutiny Review: Interim Report on Provision of Services for Children Under One Year Old.

A Scrutiny Review by the Children and Young People's Scrutiny Panel 2025/26

Panel Membership	Cllr Anna Lawton (Chair)
	Cllr George Dunstall
	Cllr Marsha Isilar Gosling
	Cllr Anna Abela
	Cllr Kaushika Amin
	Cllr Mark Gross Kopf
	Cllr Ruairidh Paton

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1. Chair's Foreword

This review was undertaken to understand how well the services available in Haringey support children under one and their families during the earliest and most critical stages of life. Evidence gathered from Children's Services, Public Health, health partners, academics and local families highlighted the essential role of high-quality early relationships, accessible health visiting, and the strong early years and family hub offer already in place across the borough. The Panel heard that capacity pressures, rising demand from the expansion of the nine-to-23-month entitlement, and a decline in the childminding workforce are significant challenges. Issues of inequality were repeatedly emphasised: the current funding model disproportionately benefits economically secure families while excluding those most likely to benefit from early education, peer support and affordable childcare.

I am grateful to everyone who took part in this review for their time and thoughtful contributions, which made this report possible.

Anna Lawton, Chair of the Children and Young People's Scrutiny Panel

2. Recommendations

- 1) That Cabinet lobby the Government to expand the nine-to-23-month childcare funding entitlement so that it includes not only working parents, but also families on Universal Credit below the income threshold, children in care, and children with an EHCP—bringing it in line with the entitlement available for two-year-olds who receive additional support. Cabinet should also ask the Government to equalise the funding rates for Two-Year-Old Funding and the extended Early Years Entitlement, to avoid providers favouring younger children from working families due to higher per-pupil funding.
- 2) That the Council develop a comprehensive online directory of early years classes and activities with a dedicated webpage, enabling parents to easily identify available services across Haringey by day and time. The Panel also recommends that the range of services be actively promoted through the Council's social media channels. Parents and carers advise that accessing services through individual children's centres and provider websites can be difficult to navigate.
- 3) That Cabinet explore ways to provide dedicated stay-and-play provision for childminders and nannies, who are currently excluded from most existing activities. The Panel suggests offering at least one session per month, rotating between libraries across the borough, and exploring the establishment of a childminders' support group.
- 4) That Cabinet work with health partners and VCS organisations to maintain free perinatal peer-support groups, such as NCT-style sessions, for parents on low incomes. The Panel is concerned about unequal access to peer support where paid classes are unaffordable.

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

- 3.1 As part of the work planning process for Overview & Scrutiny in 2024/25 & 2025/26, an online scrutiny survey and an in-person Scrutiny Café event were held, in order to engage with the local community and resident groups, and to seek their views about which areas scrutiny should focus its attention on over a two year period. As part of the feedback relevant to the Children & Young People's Panel, one of the areas that came up most frequently was early years and childcare. The Panel decided to look at the issue of early years and childcare from the perspective of services for children under one, as it is felt that services aimed at this age group attract less scrutiny than that of older children. It is felt that in order to give every child the best possible start in life, it's crucial that these services are available, are working well and that there is equitable access across Haringey.
- 3.2 Early years and healthcare from pre-birth to one is crucial, it is also important for maternal and parental support, given issues like post-natal depression, which according to the NHS website, affects more than one in ten women within a year of giving birth. The support offered to families of children under one in the first six months is different to the next six months. During the first six months, the focus is on helping mothers get out and socialise with their babies, ensuring infants are feeding and sleeping well, and keeping up to date with vaccinations. Activities during this stage often include song time, swimming and baby massage. In the second six months, the emphasis is on stay-and-play sessions in children's centres, alongside supporting babies' cognitive and language development. The introduction of 30 hours of government funded nursery provision for children from nine months has created increased demand for nursery provision. This review will also be looking at nursery provision across the borough.
- 3.3 The Panel would like to understand what provision in Haringey looks like for both the nought-to-six months age range and the nine-to-12 months age range. What is the take up of these services and do we have enough provision to meet the demand. The Panel would also like to understand whether the provision is distributed evenly across the borough. The Panel wanted to look at the Council's public health outcomes and commissioned public health services, including things like uptake of the national Healthy Start programmes and the Anchor Approach. Whilst the overall provision of public health services will form part of the wider analysis of services available for children under one in the borough, an assessment of these specific programmes will need to form part of any subsequent piece of work that arises from this interim report.
- 3.4 As an Interim report, the scope of the review has been narrowed to focus primarily on Early Years provision, funded childcare take-up and a look at the overall availability of services for children under one in the borough. Local Elections are due in May 2026 and the membership of this Panel will change for 2026/27. A subsequent iteration of this Panel will be in a position to follow-up on this report and undertake a further review on some of the areas that the Panel was unable to look at in sufficient detail. The Panel have been limited by

time constraints, given the start of the pre-election period in late March and the desire to produce a report and have it agreed by Overview & Scrutiny Committee on 11th March, before the pre-election period starts. It is the Panel's intention that the parts of the review that we were unable to look at will be scrutinised as part of a further piece of work in the next municipal year.

- 3.5 The Overview & Scrutiny Committee agreed the terms of reference for the Scrutiny Review on 20th October 2025. Evidence gathering for the review took place between November 2025 and February 2026. Our starting point was to speak to Children's Services, Public Health and Health colleagues to get a better understanding of the current services that are available in Haringey. We also spoke to a number of external witnesses including; parents and carers, local childminders, Action for Children, and academics with expertise in this area.
- 3.6 A full list of all those who provided evidence is attached as Appendix A.
- 3.7 At the beginning of the review we had a number of key lines of questioning that we wanted to explore. These developed as the review progressed and some areas around the Council's public health outcomes and commissioned public services were re-prioritised for a follow-up piece of work on this topic. The key areas of focus for this report are:
- What is available for children under one in Haringey? Firstly, for the nought-to-six months age range and then in the nine months to one year when government funded (term time) free provision of 30 hours childcare is available.
 - Where can you access provision?
 - What is the take-up like? Who accesses it and who doesn't? Are we reaching the people we want?
 - In relation to the 30-hours free childcare do we have the provision to meet the demand for everyone that wants it, including across different settings like child minding and other services?
 - How do we compare to the government's vision

Terms of Reference

- 3.8 To review the provision of services for under 1's in Haringey and to make recommendations for how these could be improved. The Panel wanted to understand best practice across the sector and whether there are areas of improvement that could be made.
- 3.9 The Membership of the Panel is as follows:

2025-26

Councillors Anna Lawton (Chair), Anna Abela, Mark Grosskopf, Kaushika Amin, Marsha Isilar-Gosling, George Dunstall and Ruairidh Paton.

4. Existing Provision of Services for Children Under 1 – Overview.

Public Health and Healthcare Services

- 4.1. Health Visiting services are commissioned by Public Health through the Whittington NHS Trust using a prevention and early intervention model and the delivery of universal and targeted services. The Healthy Child Programme (HCP) is a universal public health programme for children and families from pregnancy to adulthood. The HCP for children under five is delivered by health visiting teams and it offers a programme of screening tests, developmental reviews and information and guidance on parenting and health choices. Key elements of this include: Newborn hearing screening; new birth visit; six-eight weeks review; starting solids workshop; one year review; 2.5 year reviews; healthy weight clinics; advice line to speak to duty health visitor; infant feeding support; and referral to other services such as, Parent Infant Psychology Service and Breastfeeding Network. The Maternal Early Childhood Sustained Home visiting programme is an intervention programme offered to vulnerable parents from 28 weeks up to two years. It supports families to learn skills and build capacity in order to parent effectively. It is done through scheduled home visits by a qualified health visitor who delivers a structured child development and parent education programme, as well as directing families to community based support services.
- 4.2. The NHS Healthy Start scheme supports low-income families and pregnant women to purchase healthy foods and vitamins in order to promote healthy growth and development for young children and mothers. The scheme provides a pre-paid card with monthly funds specifically for purchasing things like fresh fruit, vegetables and baby formula. Haringey also offers free vitamins as part of this and is the only borough in North Central London to do so.
- 4.3. Haringey's Baby Friendly and Early Nutrition Strategy seeks to improve breast feeding rates by removing barriers that prevent women from breastfeeding, and improve children's nutrition from age zero to two. The Breastfeeding Network is a commissioned breast feeding peer support service, which reduces health inequalities, particularly in the east of the borough. In addition, there is a breast pump loan scheme via infant feeding clinics ran by the Whittington. There is a Breastfeeding Welcome scheme which seeks to raise awareness of the benefits and barriers to breastfeeding. Haringey health visitors, alongside breastfeeding peer-support groups, provide education, early identification and management support for tongue-tie. Slinging London are commissioned to deliver drop-in sessions for safe sling support and free sling hire for Haringey parents, primarily in the east of the borough. The Oral Health Promotion and Prevention Service aims to reduce health inequalities and improve access to dental services as early as possible, through oral health promotion activities. Oral health is an important aspect of a child's overall health status, and is seen as a marker of wider health issues, such as poor nutrition.
- 4.4. A programme of routine vaccinations for newborn babies and infants under one is delivered through GP services at eight weeks; 12 weeks; 16 weeks; and 12 months. There has been an improved level of uptake in recent years

with 79% of eligible children receiving all vaccinations at one year old. The national target is 95% (to provide herd immunity). The Anchor Approach is a trauma-informed, relationship-based framework used in schools, education settings, and family services to support mental health, resilience, and emotional regulation in children and young people. Anchor Approach 'How to Be' cards are distributed to parents by Health Visitors at the one-year check. The cards help parents to support their children to self-regulate. Team Talk is a borough-wide initiative, co-produced as part of the Anchor Approach, to support the emotional wellbeing and mental health of children in early years and school settings. It uses a child centred model to foster a multi-agency approach in order to identify needs early.

- 4.5. The Parent Infant Psychology Service (PIPS) works with parents who may be struggling with a range of issues such as; poverty, housing insecurity, history of trauma, discrimination and offers psychologist and therapist services for those parents. PIPS uses an outreach model, seeing families at health visitor led weighing clinics, midwifery clinics, and across the four family hub sites. PIPS also offers therapeutic group sessions and training in perinatal mental health and parent infant relationships to staff working in early years in Haringey. HENRY is an eight week programme that is available to families to support them with healthy eating and healthy lifestyles.

Early Help

- 4.6. Haringey offers a range of Early Help services including children's centres, Family Hubs and targeted family support. There are nine children's centres in Haringey, predominantly located in the centre and east of the borough. The children's centres offer sensory stay and play activities, as well as parent-led stay and play activities, where parents can bring their child and play with them alongside other families. There are a number of other services available at children's centres; including baby massage, baby wonder and health visitor six-eight week baby reviews. There are also a number of targeted programmes offering advice and guidance for new parents covering various subjects such as; breast feeding, weaning, talking therapy, and oral health.
- 4.7. Haringey was one of 75 local authorities awarded funding to develop Family Hub provision as part of phase one of the programme, which ends in March 2026. From April 2026, all local authorities in England will receive funding to develop Family Hub provision. The services at family hubs are for families with children and young people aged from nought to 19, and up to 25 if they have SEND, but there is a particular focus on children ages nought to two. There are four family hubs in the borough, located at the Triangle Centre, Muswell Hill Community Centre, Park Lane Centre in Northumberland Park, and Rising Green located in Wood Green. Family hubs offer a range of services for children under one, including; baby weighing, one-to-one consultation with PIPS (Parent Infant Psychology Service), sling library, and breastfeeding support. There are also online resources available for parents with children under one, such as Dad Pad, which offers advice and guidance to new dads.
- 4.8. Family hub navigators are available to ensure families can access face to face support relevant to their needs. Early Help offer family assessments to families

who are experiencing difficulties and are looking for a level of support, but who don't meet the statutory threshold for social care. Families can be referred through children's centres, health visitors and the family themselves. Between April and September 2025, through the Children Centres, 43 children were assessed as part of a family assessment and the main presenting issue for families was mental health, but other issues included domestic abuse and disability. The Haringey assessment model is a strengths based, 9-step framework that uses a multi-agency team to identify the right support, and adopt a family centred approach, with an identified lead practitioner working collaboratively with families.

- 4.9. Part of the service offer available through Early Help is therapy services, to offer support for young children and families in Haringey who need therapy assessments and interventions. These include children with complex needs, movement disorders, physical development delays, orthopaedic issues, or who were born very prematurely. Families can be referred to speech and language therapy, occupational therapy, physiotherapy and specialist health visitors. There is also other specialist support available for children under two with Special Educational Needs & Disabilities. Services are provided at a range of locations, including health centres, children's centres and family hubs in Haringey. Support is also provided through home visits and specified appointments. There is also a range of online advice and support available, as well as signposting parents to local support groups and VCS organisations.
- 4.10. There are a number of parenting programmes provided by Early Help, including a 'Triple P' Positive Parenting Programme providing a toolbox of ideas and strategies for positive parenting; a Circle of Security programme that helps parents and caregivers understand and respond to their children's emotional need to build secure attachments; and a Mellow programme for mothers who experience low mood or anxiety and parents who would like support with the emotional challenges of parenting. The ABC programme targets health and social inequalities by providing hands-on health education to a targeted cohort of parents from deprived communities. The programme is for parents in Enfield and Haringey with little or no knowledge/confidence around child health, common illnesses or lifesaving skills. There are also specialist parenting programmes for dads, and for parents who have separated.

Early Years, Childcare & Education.

- 4.11. The landscape for early years provision in Haringey incorporates a range of providers; childminders, children's centres, private voluntary and independent providers (PVIs), early years provision in schools (including LA maintained schools), standalone maintained nursery schools, and council nurseries. There are three local authority maintained nurseries, these have a headteacher and governing body, and are paid through the schools block funding, just like a school. These are Rowland Hill, Woodlands Park and Pembury House. In addition, the Council also chooses to run four local authority (non-maintained) nurseries, which are set up like a PVI nursery and operate like any other Council service that operates commercially and generates revenue. They do not get funding through the schools block, but receive income through nursery fees instead. These are Stonecroft, Triangle, Park Lane and Woodside. Most local

authorities don't have local authority run non-maintained schools.

- 4.12 Early Years provision is delivered by a patchwork of different providers across Haringey, who have opted to deliver places. Each provider has a number of placements that they are registered to provide for. There are separate funding entitlements for children who are 9 months to 23 months, 2-3 years old, and 3-4 years old. The funding rate for children between 9 months and 23 months is the highest and it decreases as the child moves through the different age ranges. In September 2025, the government introduced 30 free hours of childcare for children from 9 months to 23 months. The funding is available for the term after the child turns 9 months. There is also a work requirement to take up this offer; there is a minimum household salary threshold along with minimum hours of work (as well as a maximum salary of one parent earning £100k or over). This work requirement does not exist for 3-4 year olds (15 hours), and children who are 2-3 can receive free childcare (15 hours) if they have additional needs or their parents are in receipt of Universal Credit. Parents can apply for a 30-hour code through HMRC the term before their child turns 9 months. The code is shared with providers who enter it onto the provider portal and check the eligibility of the code, confirming when a child can start. 30-hour codes are valid the term after a child turns 9 months. Parents must update their code every 3 months through their HMRC childcare account for the code to remain valid for the next term.
- 4.13 Ahead of the rollout of the 30-hour funded childcare entitlement, the Council launched a targeted awareness campaign. This included updating online materials—such as web pages, childcare directories, and community pop-up information—to help parents understand eligibility criteria and the HMRC application process. Offline activity involved distributing printed materials to partners, placing banners in parks and provider settings, and using digital advertising boards across the borough. The Council also offered additional support through childcare brokerage for families struggling to secure places, business support for participating providers, and a series of online preparation sessions for early years settings.
- 4.14 In comparison to neighbouring boroughs, Haringey performs strongly in terms of take-up of funded entitlements. It has the second highest percentage take-up rate for eligible two-year-olds and also ranks second for four-year-olds. Data was not available for the under-one age range, but the above figures demonstrate strong overall take-up levels.
- 4.15 Following a drop in children's communication and language skills, during Covid-19, Early Years provides a dedicated Language Enhancement and Empowerment Programme to improve children's speech, language, communication, and literacy skills through structured interventions, and using trained speech and language therapists. Additional funding was secured through health colleagues initially, and then latterly through the family hubs. Early Years also runs a dedicated public facing campaign called Get Talking Haringey to push the development of children's communication and language. This included hosting a series of events in local parks and at Alexandra Palace, where the Poet Laureate delivered a public reading.

5. How Haringey Compares to the Government's Strategy for Early Education and Childcare

- 5.1 The government's Giving Every Child the Best Start in Life¹ strategy, launched in July 2025, sets out a national vision for integrated early years services delivered through Best Start Family Hubs. These hubs will connect health, education and voluntary sector professionals to create a single, accessible offer for families from pregnancy through early childhood. Services include midwifery and health visiting appointments, breastfeeding advice, parenting classes, stay-and-play sessions, support for children with additional needs, and access to wider family and housing support.
- 5.2 The strategy seeks to reduce inequalities, strengthen communities and support long-term economic growth by addressing the needs of the 4.5 million children currently growing up in poverty. By 2028, the government aims to deliver up to 1,000 family hubs, achieve 75% of children reaching a 'good level of development' (GLD) at age five, and expand access to early education and childcare. This chapter summarises the strategy's main themes and assesses how Haringey's provision aligns with it.

Better Support for Families

- 5.3 The national programme introduces Best Start Family Hubs from April 2026, with funding for all local authorities. Hubs will be open to all families but prioritise areas of high need, with a projected reach of 500,000 children. A new Best Start in Life campaign, linked to a digital parenting hub, which seeks to improve access to guidance and childcare entitlement information. The strategy envisages that the digital parenting hub will, in future, be linked to the NHS App, and will replace the paper 'red book'. Other commitments include strengthening maternity and health visiting services, improving childhood vaccination and oral health, and supporting healthy eating.

More Accessible Early Education and Childcare

- 5.4. Key policy commitments include:
- 30 hours of funded childcare for eligible working parents from when their child is nine-months old.
 - Investment of £370 million and expansion of school-based nurseries, generating up to 6,000 additional places from September 2025.
 - Stronger inclusion funding, including an increase in the Early Years Pupil Premium to £570 per child.
 - Additional SEND support through funding and training for 1,000 early years SEND coordinators.

¹ <https://www.gov.uk/government/publications/giving-every-child-the-best-start-in-life>

Improving Quality in Early Years Education

- 5.5 The strategy emphasises a more professional early years workforce through increased training, qualifications and evidence-informed practice. The government aims for every setting to employ an early years teacher.
- 5.6 Quality initiatives include:
- Expansion of Stronger Practice Hubs.
 - Greater partnership working between schools and nurseries to support smooth transitions into reception.
 - Enhanced Reception Year support and targeted work from Regional Improvement for Standards and Excellence (RISE) teams to improve teaching and to offer enhanced support through specialist maths and english hubs.
 - A focus on early language and maths, supported through programmes such as the Nuffield Early Language Intervention, which delivers small-group and one-to-one sessions to build vocabulary and communication skills.

Local Delivery and Accountability

- 5.7 Local authorities will be required to develop Best Start Plans supported by reliable funding. They will oversee childcare sufficiency, support providers to meet demand, and coordinate integrated services through family hubs. Parent panels will help shape the offer locally. A national outcomes framework will track progress towards the 2028 GLD target.

How Haringey Compares

- 5.8 Haringey's vision for early years, is set out in the Corporate Delivery Plan (CDP), specifically in Theme 3 and the outcomes "Happy Childhoods" and the "Best Start in Life." This aims to ensure all children and young people are supported to achieve their full potential through high-quality, joined-up services. The vision aligns closely with government strategy.
- 5.9 Haringey's services for children and young people were rated "good" by Ofsted in 2023, and in 2024 the borough received the highest possible rating for its SEND services following a joint Ofsted and CQC inspection. On the 24th of February 2026, Haringey received a rating of "outstanding" from Ofsted for its Children's Services. The Council has also progressed significantly on the Safety Valve programme, working to stabilise the High Needs Block budget. To support the expansion of early years entitlements, the Council is working with providers to increase local childcare capacity, promote the new offers and target harder-to-reach families.

Local Early Years Offer

- 5.10 Haringey delivers a broad early years offer across health, education, early help and the voluntary sector. Its priorities closely mirror the national emphasis on reducing inequalities and improving early childhood outcomes. However, the expected rise in demand for childcare for children under two may require further expansion of local provision.
- 5.11 A central element of the national strategy is the rollout of 1,000 family hubs by 2028. Haringey already operates four hubs, recently expanded from two in March 2025 -a key CDP performance target. By September 2025, 2,350 children, parents and carers, and 1,038 families had accessed the hubs. Each hub hosts a new 'Parenting Surgery' offering informal access to family practitioners, health visitors, DWP representatives, housing advisors and other professionals. Support from the National Literacy Trust adds further early language and home-learning initiatives.
- 5.12 The hubs are geographically distributed in areas of greatest need and offer services including perinatal and mental health support, speech and language therapy, vaccinations, infant feeding support and wider health services such as advice for smoking cessation. Furthermore, two of the four family hubs have nursery provision on site. While many components of the national Best Start Hub model already exist locally, further integration work will be required by 2028 to meet the full ambition of the government's model.

Performance in Key Public Health Indicators

- 5.13 Performance data shows strong or improving outcomes across many early years health metrics:
- 88% of children received a face-to-face New Birth Visit within 10–14 days of birth.
 - 86% received a 6–8-week contact.
 - 82% had a 12-month review by 15 months.
- 5.14 The above metrics are slightly above target. Rates of premature births, low birth weight and infant mortality are broadly in line with London and national averages. New-born hearing screening has recovered since the pandemic, reaching 97.2%, though this remains below target. Hospitalisation for dental caries (tooth decay) in 0–5-year-olds has been falling since 2015/16. Vaccination uptake at age one stands at 79%, consistent with other North Central London boroughs but below London and England averages. Haringey's Income Deprivation Affecting Children Index score is 20.1%, compared with a London average of 17.2%. The borough ranks as the 61st most deprived local authority in England and the 10th most deprived in London.

Early Years Outcomes and Childcare Expansion

- 5.15 Against the national target of 75% of children achieving a GLD by age five,

Haringey's 2025 figure is 73.2%. The Council works closely with school-based nurseries and maintains a strong focus on inclusion and SEND support. Preparations are underway to meet the expanded funding entitlements, supported by ongoing childcare sufficiency planning. Haringey operates three standalone maintained nursery schools and four Council-run (non-maintained) nurseries. Future expansion of in-house provision would require capital investment. Potential challenges include workforce shortages—especially in the private, voluntary and independent (PVI) sector, which may limit overall capacity.

Quality of Early Years Education

- 5.16 The Council delivers a strong offer for communication and language development, with speech and language services and other therapies available through family hubs. Many providers operate in partnership with schools and use evidence-based approaches aligned with the Early Years Foundation Stage framework.
- 5.17 Challenges include variation in quality among providers in a rapidly changing market. Achieving an early years teacher in every setting, as the government aspires, could have financial implications for providers and affect sector viability. Inconsistent access to professional development in the early years sector may also hinder full adoption of the national quality agenda, unless it is accompanied by additional funding.

Local Delivery and Accountability

- 5.18 The Council already places emphasis on integrated, co-produced services and targeted early help. However, a formal Best Start Plan aligned with national expectations will need to be developed, together with integration into the national digital platform and alignment with the forthcoming outcomes framework. The government is releasing £1.5 billion by 2028 to support the establishment of 1,000 Best Start Hubs.

Summary

- 5.19 Haringey shows strong alignment with the government's strategy, with many elements already in place—particularly around reducing inequalities, supporting families and improving early childhood outcomes. Further work is needed to fully meet the national model by 2028, particularly around system integration, development of a Best Start Plan and the establishment of parent panels. These changes provide an opportunity for the Council to meet its vision for children and young people, further its collaborative, family-centred approach, and to ensure that every child receives the high-quality, accessible support envisioned in Giving Every Child the Best Start in Life.

6. Childcare Sufficiency.

- 6.1 The Council has a statutory duty to secure sufficient childcare for working parents and those training for employment, for children aged nought to 14 (up to 18 for children with disabilities). The Council monitors childcare sufficiency termly via provider submissions to the Synergy portal. This data sets out the number of places offered across age ranges and the vacancies available.
- 6.2 Summer Term 2025 returns for children aged one and under show 451 places across 103 providers: 47 childminders, 51 private nurseries, three Children's Centres and two Maintained Nursery Schools. Officers advised that it is not possible to confirm whether all 451 places are used by children under one, as the data reflects under-two provision linked to the nine- to 23-month funding entitlement. Places can be used flexibly within this entitlement, and because funding begins the term after a child turns nine months old, the period before they turn one is often short.
- 6.3 The Council publishes an annual Childcare Sufficiency Annual Report (CSAR). The latest version², published December 2025 and covering November 2023 to December 2024, shows that provision for children under one is mainly delivered by private nurseries and childminders. According to the CSAR, 85% of nought to one-year-old places were occupied in December 2024, falling to 80% for one- to two-year-olds. The report highlights ward-level pressures, including:
- A shortage of provision for under-twos in: Bruce Castle, Crouch End, Hornsey, Fortis Green, Noel Park, West Green.
 - Very few providers in Hermitage & Gardens, where families rely on neighbouring wards, and in Stroud Green, which is heavily reliant on childminders.
 - Specialist cultural need in South Tottenham.
 - Low vacancies for under-two provision across most wards.
- 6.4 The CSAR notes a national and local decline in childminders, with 44 resignations from the Ofsted register in Haringey as of December 2024. As childminders are key providers for infants, this reduction directly constrains availability for under-ones. Although new private nurseries created 114 additional under-five places in 2023/24, this expansion is small compared with the number of eligible children under one in the borough.
- 6.5 Regarding quality, 96% of Haringey providers were rated 'good' or 'outstanding' by Ofsted. The average weekly cost of childcare for under-fives in private nurseries is £232–£280, above both outer London and inner London averages (£230 and £181 respectively). Childminder costs in Haringey average £196–£210, also higher than the outer London average.
- 6.6 Haringey has the lowest live birth rate in London, and the number of children entering primary schools has declined since 2013. Public health data estimates 6,250 children aged nought to one in Haringey. Only some of those

² <https://www.minutes.haringey.gov.uk/documents/g11285/Public%20reports%20pack%2015th-Jan-2026%2018.30%20Children%20and%20Young%20Peoples%20Scrutiny%20Panel.pdf?T=10> Pages 27-58

will fall within the nine-month to one-year funded entitlement window, making it difficult to assess whether the 451 places offered are sufficient. The Council does not routinely monitor under-one figures separately, as data is collected based on the nine- to 23-month entitlement.

- 6.7 The 85% occupancy rate for under-one places suggests provision broadly meets demand, though with limited spare capacity; however, this data is 14 months old. Since then, the government has increased free hours for eligible nine-month-olds from 15 to 30 per week, significantly increasing demand. If, as expected, this leads to additional demand for childcare for children under one in the borough, then providers may require additional baby room facilities. This shift is expected to widen capacity gaps, particularly in wards already under strain, and requires providers to scale up staffing and suitable space. Providers have increased the number of places from 263 (for children nought to five) to 451 by December 2024. Although not directly comparable, this indicates a clear increase in supply to meet rising demand. The number of children taking up a funded childcare place for nine- to 23-month-olds rose to 965 in Autumn 2025, up from 742 in December 2024, demonstrating increased take-up across the wider entitlement age range.
- 6.8 In summary, the available data shows a stretched childcare market for under-ones, particularly in areas with existing capacity pressures, characterised by:
- An occupancy rate of 85% and limited spare capacity.
 - Geographic inequalities in provision, with several wards showing critical shortages.
 - A declining childminder workforce, reducing flexibility for infant care
 - Significant increases in demand following the September 2025. entitlement expansion.
- 6.9 One area of concern for the Panel is the disparity in take-up of the 30-hour entitlement among different communities. The Panel recognises that some communities are less likely to access a place due to cultural beliefs that young children should remain at home with their mother (and learn their first language) until school age. To support the government's vision of expanding early education and childcare, targeted engagement will be needed to ensure equitable access to childcare services across Haringey.

7. Early Education, Childcare and Development.

- 7.1. The Panel received evidence from Edward Melhuish, Professor of Human Development at the University of Oxford. Prof. Melhuish presented key findings from his research into early childhood education and its impact on child development and public policy. Prof. Melhuish ran Effective Preschool, Primary and Secondary Education Project (EPPSE)³ longitudinal study which tracked more than 3,000 children between 1997 & 2015. The study found that children who had access to early childhood education achieved stronger cognitive, language and social development by the time they started school, with the greatest benefits seen among children who experienced high-quality provision. The study also found that the effects were strongest for the most disadvantaged children. Furthermore, children who had better Early childhood education were doing better throughout the whole of their school careers, right through the end of school. The study led to the introduction of free early childhood education of 15 hours a week for every three-year old in 2004, and the later introduction of free early education for two-year olds from disadvantaged backgrounds.
- 7.2. The SEED study (Study of Early Education and Development), led by Prof. Melhuish from 2014 onwards, identified continued benefits of high-quality early education, though the effects were smaller than in earlier research due to more consistent national standards.⁴ Across both major studies, Prof. Melhuish emphasised that high-quality interactions were central to children's development. Children make better progress when adults engage them in meaningful, extended conversations that are responsive to their activities, interests and perceptions. Such interactions help build strong learning behaviours and, in particular, support robust early language development. These findings underline the importance of skilled practitioners in early education settings who can provide rich interaction experiences. They also highlight the critical role of the home learning environment. Evidence shared with the Panel showed that children with poor language skills by the start of school often continue to struggle throughout their education. Language development stabilises by around age three, and assessments at this stage can help identify children who may need support. Crucially, there remains a window of opportunity between ages three and five to improve language outcomes through targeted, high-quality interaction and support.
- 7.3. The Panel also received evidence that the EPPSE study showed that children who access early education are 40% less likely to develop special educational needs (SEN), with this rising to 60% for those attending high-quality provision. The Panel regard this as a striking finding, demonstrating the significant long-term social and economic value of investing in high-quality early years services. Professor Melhuish advised the Panel that while higher staff qualifications generally improve the quality of interactions in early education, excellent practice can still be achieved by less-qualified staff who possess the right skills and attitudes. He emphasised that the key challenge lies in recruiting and retaining high-quality staff, a task made more difficult in the UK due to

³ <https://www.gov.uk/government/collections/eppse-3-to-14-years>

⁴ <https://www.gov.uk/government/collections/study-of-early-education-and-development-seed>

comparatively low pay. This contrasts with Scandinavian countries, where early years practitioners are typically well-qualified and better remunerated. Professor Melhuish also noted that, from the age of two, children who already experience rich, high-quality interactions at home continue to benefit from early education, particularly through enhanced social interaction and emotional development.

- 7.4. Professor Melhuish advocates for fully integrated, child-centred children's centres combining health services, childcare, early education and parental support under one roof. He highlighted St Stephen's Children's Centre in Newham as a model example, which offers midwifery, health visiting, early education, childcare and parent support alongside a primary school on the same site. The primary school linked to the centre ranked top in England after adjusting for socioeconomic status, and a local sixth form, from where a lot of these children went to school post-11, sent a high proportion of its students to Oxbridge.⁵
- 7.5. When questioned by the Panel, Professor Melhuish advised that studies found that no single type of provision, either school-based, or private or voluntary, consistently outperformed others. Instead, quality varied within all types. Schools tended to perform well because they offer higher wages and attract better-qualified staff. Ultimately, it was the quality of staff-child interactions that mattered most.
- 7.6. The Panel also heard evidence from Professor Emily Jones, a developmental psychologist at Birkbeck and Professor of Psychiatry and Neurobiology at King's College London. Professor Jones has conducted multiple longitudinal studies following children from pregnancy or early infancy, many of whom have additional needs. She explained that parental mental health, particularly depression, anxiety and stress often peaks around the time a child reaches 12 months, a period when many parents experience increased isolation. Parental wellbeing is closely linked to infants' development, though the direction of influence can be complex. Prenatal stress and anxiety, in particular, are strong indicators of families who may later struggle.
- 7.7. Prof. Jones emphasised that consistent, high-quality early relationships are essential for healthy development. These relationships do not need to be exclusively with parents; a stable and responsive nursery key worker can play the same role. High-quality nursery provision can be transformative for families under significant stress, but only when standards of care are consistently high, poor-quality provision risks worsening outcomes. Services for babies under one, she argued, must therefore support not only the infant but also the parent–infant relationship, especially during the challenging return-to-work period.
- 7.8. Prof. Jones noted that nursery places for under-ones remain limited, expensive

⁵ <https://www.bbc.co.uk/news/articles/cq6v6j88jq9o>

and often inaccessible for low-income families. While the introduction of free hours from nine months may help some, the benefits will only be realised if there is a well-paid and sufficient workforce. Infants from stable, low-stress households may thrive at home, but the families who would benefit most from funded childcare - those under financial and emotional strain, are currently excluded due to the work-requirement rules. The Panel believes the Government should expand the entitlement to include families with additional needs, aligning it with the existing means-tested offer for two-year-olds.

- 7.9. Professor Jones also highlighted that strong social networks are particularly important during the first year. Supportive relationships help parents navigate decisions around feeding, sleep and vaccinations. Mixed-demographic stay-and-play groups and informal community settings reduce isolation, help families understand child development and build trust in services. She strongly endorsed flexible, relationship-centred models such as baby hubs and drop-ins, especially where professionals such as health visitors, breastfeeding advisors, sleep specialists and vaccination leads are embedded within sessions. Parents often benefit from short-term crèche provision that gives them space to rest or socialise while allowing professionals to offer light-touch, early help.
- 7.10. Regarding emerging SEND, Professor Jones explained that autism and ADHD are rarely diagnosed before school age, though early indicators, such as sleep and feeding difficulties, and unusually high or low activity levels, can emerge earlier. Many families struggle for years before diagnosis, making interim relational and developmental support critical. Parents benefit from safe environments where they can compare experiences and receive professional reassurance. Children with sensory or behavioural differences need calm, predictable, stimulating spaces, while early professional contact can help accelerate support pathways. Although evidence is limited, we were advised that state-funded nurseries are generally better equipped to support emerging SEND needs due to their needs-based approaches and more stable funding. In contrast, private providers may indirectly exclude children, for example, by citing insufficient staffing.
- 7.11. The Panel received evidence from Action for Children that the current focus on funding early childhood education for working families was having the effect of excluding children from disadvantaged backgrounds, despite them being the children who would most benefit from accessing that provision. Because the entitlement is restricted to working parents, families on low incomes are unable to access funded places, and in many cases places are unavailable anyway, as they have already been taken up by eligible working households. Action for Children highlighted findings from the IFS Annual Report on Education Spending in England: 2025–26, which shows that families benefiting from the nine-to-23-month entitlement would be using childcare regardless. In effect, the funding supports economically stable families but does little to help those on minimum-wage incomes return to work.

- 7.12. The Panel also received evidence that nurseries might previously have viewed two-year-old places as financially attractive due to a higher per-pupil funding rate. However, providers can now allocate those places to infants eligible for the extended Early Years Entitlement, which offers a higher rate than the two-year-old funding and covers 30 hours a week rather than 15. As a result, funding is being redirected away from disadvantaged children, exacerbating existing inequalities and increasing the likelihood that children without access to early education will start school already behind their peers

Recommendation 1

That Cabinet lobby the Government to expand the nine-to-23-month childcare funding entitlement so that it includes not only working parents, but also families on Universal Credit below the income threshold, children in care, and children with an EHCP—bringing it in line with the entitlement available for two-year-olds who receive additional support. Cabinet should also ask the Government to equalise the funding rates for Two-Year-Old Funding and the extended Early Years Entitlement, to avoid providers favouring younger children from working families due to higher per-pupil funding.

8. Communicating Early Years' Activities and Classes

- 8.1 As part of the evidence-gathering process, the Panel visited Broadwater Children's Centre to speak with parents and carers about their experiences of services for children under one in Haringey. The Stay and Play session was busy and welcoming, with a mix of established NCT networks and parents attending for the first time. Many highlighted the value of having a warm, accessible space to socialise with their babies—particularly in winter, when parks were unusable and people's homes were too small to host groups. Parents also appreciated that the sessions were free and did not require booking, making it easier to attend around unpredictable nap schedules.
- 8.2 Parents told us that while the Council offers a wide range of services across children's centres and family hubs, information is scattered across multiple webpages and Instagram feeds. This patchwork makes it difficult to get a clear picture of what is available, when sessions are running, and where they are located. One parent explained that they had to scroll through a provider's Instagram feed in order to find out the time of an activity.
- 8.3 The Panel heard evidence that parents would benefit from a single, easily accessible online directory bringing together all early help activities and classes across Haringey. Instead of navigating separate pages for children's centres or family hubs, parents want one authoritative source showing what's on, by day, time, location and age group. The Panel agrees that consolidating this information would make services easier to find and use. We also believe the directory should be actively promoted through the Council's social media channels to ensure it reaches as many families as possible.

Recommendation 2

That the Council develop an online directory of early years classes and activities with a dedicated webpage, enabling parents to easily identify available services across Haringey by day and time. The Panel also recommends that the range of services be actively promoted through the Council's social media channels. Parents and carers advise that accessing services through individual children's centres and provider websites can be difficult to navigate.

9. Childminders and Providing Stay and Play Activities.

- 9.1. The Panel heard from two Haringey childminders who each run small, home-based childcare businesses. Both highlighted the ongoing decline in the childminding workforce, attributing this to increasing regulatory demands, a stringent inspection regime and funding rates that make the role financially unsustainable. They explained that government funding entitlements vary significantly by age group: while the hourly rate for children aged nine to 23 months is £13.40, the rate for three to four year-olds is just £6.18. In nursery settings, providers can adjust staffing ratios to offset these lower rates. However, childminders who work alone cannot do this, resulting in an effective pay cut as the same child gets older. One childminder, Ms Payne, told the Panel that caring for three and four year-olds sometimes left her earning below the minimum wage.
- 9.2. The childminders noted that most children typically begin with them between nine and twelve months of age. Since the introduction of the extended funding entitlement, they have seen a noticeable rise in enquiries for younger babies, whereas previously children often started with them closer to 18–24 months. They felt strongly that funding policy is now shaping parental behaviour and influencing when families seek childcare. Both commented that children generally move from childminding into larger settings between ages two and three, as parents begin thinking about school readiness. They added that many families prefer the home-like environment of a childminder for very young children but view nurseries as more appropriate for older age groups. The childminders suggested that this trend may be further reinforced by recent high-profile news stories relating to nursery safeguarding.
- 9.3. Ms Payne spoke positively about a LEEP session she attended at a children's centre, describing it as a valuable opportunity for professional connection in what can otherwise be an isolating sector. She told the Panel that one practical area where the Council could offer further support is training on the Council's childminder portal. The system is perceived as difficult to use, and previous remote training sessions appear to have stopped.
- 9.4. A key theme in the discussion was the lack of a professional community for childminders. The profession was described as lonely, with few dedicated spaces for childminders to meet, collaborate or access activities. Most stay-and-play sessions refuse entry to childminders, prioritising parents instead. We also heard from someone who was employed as a nanny when we visited the Broadwater Children's Centre, who reported that she had been unable to access certain services due to being a nanny rather than the child's parent. Given the evidence received as part of the review about the importance of strong social networks, as well as the importance of mental health to both babies and carers, the Panel would like to see more support provided to childminders in particular. Especially, given the challenges they face, and the fact they provide a vital source of childcare in the borough, especially for younger children.
- 9.5. The Panel would like the Council to explore the feasibility of dedicated stay-and-play provision for childminders, making use of under-utilised library spaces through a rotating programme of sessions across the borough. The

Panel also suggests that a small grant could be offered to a local childminder to coordinate these sessions, helping build a sustainable model within existing resource constraints. We note how valuable the previous LEEP session had been to one of the childminders, underscoring the need for more opportunities of this kind. The Panel is keen, therefore, for the Council to consider broader support options, including establishing a childminders' support group.

Recommendation 3

That Cabinet explore ways to provide dedicated stay-and-play provision for childminders and nannies, who are currently excluded from most existing activities. The Panel suggests offering at least one session per month, rotating between libraries across the borough, and exploring the establishment of a childminders' support group.

10. Peer Support and Inequalities

- 10.1 The Panel received evidence from Action for Children around the fact that there are significant inequalities considerations when it comes to early childcare and education, and that the government's focus on funding childcare for working families has exacerbated existing inequalities between children from disadvantaged backgrounds and their peers. The Panel was advised that the social and health inequalities began at birth and widened as the child got older. In addition to wanting to see the funding entitlement for children nine-to-23 months extended to children with whose parents receive extra support, the Panel would also like to see more done to ensure adequate provision of antenatal and perinatal peer support for parents who are socio-economically disadvantaged.
- 10.2 One of the things the Panel heard from a number of the people it spoke to, was around how difficult the transition to parenthood could be, particularly without adequate support in place. A key resource during pregnancy and early childhood are antenatal courses designed to prepare expectant parents for birth and early parenthood, such as those delivered through the National Childbirth Trust (NCT). These courses cover a range of topics like birth choices, stages of labour, pain relief, how to feed babies, and early parenting skills. In addition, they hold meetings in person and organise social events locally, in order for parents to build support networks with other local parents. The Panel considers these support networks to be extremely valuable for new parents, particularly because they enable parents to connect through WhatsApp groups with other local parents who are experiencing similar challenges, and to exchange messages at any time of night when other forms of support may not be available. However, NCT classes typically cost around £300, and are often criticised for being accessible mainly to middle-class families, with the high cost acting as a barrier for those on lower incomes.
- 10.3 Antenatal education and support are also available through local authorities and the NHS. These services, however, tend to focus on information-giving and structured preparation for childbirth, rather than developing peer-networks. Since the Covid-19 pandemic, much of this provision has moved online, reducing opportunities for parents to build meaningful in-person social support networks of the type commonly developed through NCT classes.
- 10.4 Haringey delivers a Start for Life programme through its Family Hubs, providing support to families with children aged nought to five. This includes targeted services for families from conception to age two—known as the “1,001 critical days”—covering maternity care and early childhood support. Maternity services within the borough are provided by North Middlesex Hospital and the Whittington NHS Trust. The Whittington offers free antenatal classes⁶, delivered both in person and online via Microsoft Teams. Parenting support is also available through programmes designed to strengthen parenting skills and address issues such as parental conflict, or mothers suffering with low mood and anxiety. In addition, Haringey offers Bump to Baby sessions through Family Hubs. Delivered by the Parent Infant Psychology Service as a six-week

⁶ <https://www.whittington.nhs.uk/default.asp?c=45189>

programme, these sessions help mothers prepare emotionally for childbirth and early parenthood.

- 10.5 Although Haringey offers a wide range of services covering antenatal support, the classes are predominantly delivered online and do not provide the same level of peer connection that paid NCT classes can offer. The Panel is concerned about the equalities implications of this and would like the Council to facilitate in-person antenatal peer support, free of charge, that enables parents on low incomes to build strong local peer networks. The Panel recognises that a range of in-person services are already available during pregnancy and early childhood, and that these do offer some opportunities for parents to meet others. However, these opportunities do not always offer the same level of visibility or continuity as the networks developed through NCT. The Panel is also mindful that take-up of antenatal services varies significantly across different communities and groups, depending on the type of support on offer. It therefore recommends that Cabinet works with partners to ensure the ongoing provision of free, in-person antenatal peer-support groups for low-income parents. The Panel also believes the Council should monitor the take-up of these services and consider expanding them where needed.

Recommendation 4

That Cabinet work with health partners and VCS organisations to maintain free antenatal peer-support groups, such as NCT-style sessions, for parents on low incomes. The Panel is concerned about unequal access to peer support where paid classes are unaffordable.

Appendix 1A list of contributors who gave evidence to the Scrutiny Review

Contributor	Organisation	Date
Jane Edwards	Director Schools and Learning, Haringey Council	3 rd November 2025
Mel Widnall	Head of Early Years, Haringey Council	3 rd November 2025
Akwai Gil	Principal Early Years Advisor, Haringey Council	3 rd November 2025
Jackie Difolco	Director of Early Help, Prevention & SEND, Haringey Council	11 th November 2025
Simone Common	Head of Service Early Help, Prevention & SEND, Haringey Council.	11 th November 2025
Linda Edwards	Senior Public Health Commissioner, Haringey Council	11 th November 2025
Angharad Shambler	Public Health Strategist, Haringey Council.	11 th November 2025
Vanessa Cooke	Director of Operations – Children and Young People’s Services. Whittington Health NHS.	11 th November 2025
Paula Magee	Clinical Psychologist and Head of PIPs service. Whittington Health NHS.	11 th November 2025
Tenby Dzingai	Health Visiting Manager, Whittington Health NHS.	11 th November 2025
Parents and carers, attending a baby Stay and Play session at Broadwater Centre.	N/A	19 th January 2026
Chloe Payne	Runs a local child minding business	29 th January 2026
Alice Miles	Runs a local child minding business	29 th January 2026
Edward Melhuish	Professor of Human Development at the University of Oxford	12 th February 2026
Emily Jones	Professor of Psychology, Psychiatry and Neurobiology at Birkbeck and KCL	23 rd February 2026
Emma Gardner	Early Years and Childhood Quality Manager, Action for Children	23 rd February 2026

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No	Recommendation	Status	Update
1	That Cabinet lobby the Government to expand the nine-to-23-month childcare funding entitlement so that it includes not only working parents, but also families on Universal Credit below the income threshold, children in care, and children with an EHCP—bringing it in line with the entitlement available for two-year-olds who receive additional support. Cabinet should also ask the Government to equalise the funding rates for Two-Year-Old Funding and the extended Early Years Entitlement, to avoid providers favouring younger children from working families due to higher per-pupil funding	Partially met	Monthly meetings have been held with DfE, feeding back on issues within the childcare sector, including access and funding entitlement. There was evidence that the previous Education Secretary was supporting the call to make the 30-hour childcare offer universal. There has since been a change in leadership within the Department for Education with a new Secretary of State, however, we know this continues to be an area of focus. In Summer Term 2026, 236 providers reported offering places for children aged 9 to 23 months. Of these, 92 providers stated that they did not offer places for children aged 1 and under, leaving 144 providers potentially offering places for this age group. Sufficiency returns identified 241 places for children aged under one year across Haringey. Analysis of the Summer Term 2026 funded headcount data, using children's dates of birth, identified 89 children aged 1 and under accessing a funded childcare place. Based on the reported capacity, this equates to an occupancy rate of 36.9%, with 152 places remaining vacant, representing a vacancy rate of 63.1%. While the available data indicates that 241 places were offered for children aged 1 and under, the analysis is limited by incomplete provider returns. Increasing provider response rates to the childcare sufficiency returns would provide a more detailed and reliable assessment of the childcare market, enabling a better understanding of actual capacity, occupancy levels, vacancies and demand across Haringey. This is particularly important given that some places may be occupied by privately fee-paying children who are not captured within the funded entitlement headcount data. Therefore, the reported vacancy figure

			should be treated with caution, as actual occupancy may be higher than indicated. It should also be noted that not all childcare providers are registered or equipped to offer places for children aged 0–1 years. Provision for this age group requires higher staff-to-child ratios, suitable facilities and specialist resources, meaning capacity is inherently more limited than for older children.
2	That the Council develop a comprehensive online directory of early years classes and activities with a dedicated webpage, enabling parents to easily identify available services across Haringey by day and time. The Panel also recommends that the range of services be actively promoted through the Council's social media channels. Parents and carers advise that accessing services through individual children's centres and provider websites can be difficult to navigate.	Met	This has been completed as part of our Family Hubs Programme whereby we have an established local offer and a borough wide parent carer panel who advises the council and influences decision making on the delivery of services and comms. All services are promoted on dedicated webpages which can be accessed on the link below: Best Start Family Hubs Haringey Council There is also a dedicated social media channel promoting these services alongside regular promotion within council wide social media channels.
3	That Cabinet explore ways to provide dedicated stay-and-play provision for childminders and nannies, who are currently excluded from most existing activities. The Panel suggests offering at least one session per month, rotating between libraries across the borough, and exploring the establishment of a childminders' support group	Partially met	There are 2 existing Childminder Stay & Plays run by Childminders: Tottenham Community Sports Centre N17 on Tuesday morning, and Eldon Rd Church N22 on a Wednesday morning both term time only. The timing of such groups is key to support the routines of the children in the care of the Childminders. There was an event that Childminders attended at the Wood Green library outside space which was very well attended – future events are being explored with the Library Service.
4	That Cabinet work with health partners and VCS organisations to maintain free perinatal peer-support groups, such as NCT-style sessions, for parents on low incomes. The Panel is concerned about unequal access to peer support where paid classes are unaffordable	Met	Best Start Family Hubs and Children's Centres provide a range of antenatal and postnatal services to support families across the borough. These universal services are available to all residents and are delivered free of charge through Family Hub locations. Activities, mapped against the NCT Haringey offer include: Bump to Baby antenatal classes A six-week course designed to help expectant parents prepare emotionally and practically for the arrival of their baby. Delivered through

		weekly sessions, the programme covers key topics including healthy pregnancy and birth, baby development in the womb, the stages of labour, supporting parents and babies during labour and birth, infant feeding, and caring for a newborn. Breastfeeding Network (BfN) BfN provides free, non-judgemental, evidence-based information and guidance to families across Haringey. Delivered by a trained peer support team, the service offers support with breastfeeding, expressing milk, bottle feeding, transitioning from breastfeeding, and introducing solid foods. Support is available from birth through the early years and complements the care provided by Health Visitors. Information about the service is shared with all mothers giving birth in Haringey to ensure early access to support. Baby Wonder A six-week course for parents with babies under six months of age. The programme provides advice, information, and practical support on a range of topics, including infant feeding and weaning, oral health, basic first aid, sensory play, and parental wellbeing, including access to Talking Therapies. The programme aims to support parents in building confidence and promoting healthy child development during the early months of life. These activities are complemented by a comprehensive package of support, advice, and guidance, delivered both through family hubs and digital channels, to meet the diverse needs of families. Collectively, these services provide families with accessible and tailored support, helping to maximise their opportunities to thrive and achieve positive outcomes.
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Report for: Cabinet – 15 September 2026

Item Number: 11

Title: 2026/27 Finance Update Quarter 1 (Period 3)

Report

Authorised by: Taryn Eves – Corporate Director of Finance and Resources (Section 151 Officer)

Lead Officer: Frances Palopoli – Head of Corporate Financial Strategy & Monitoring

Ward(s) Affected: N/A

**Report for Key/
Non-Key Decision** Key

1. Introduction

- 1.1 This budget report covers the position at Quarter 1 of the 2026/27 financial year including General Fund (GF) Revenue and Capital; Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets. The report focuses on significant budget variances compared to when the budget was set in March 2026.

General Fund

- 1.2 The Council's financial position remains extremely challenging and despite setting a budget of £353.02m (which already includes £84.3m of Government Exceptional Financial Support (EFS)) in March 2026, based on the latest information on expected demand and price increases, the Council is now forecast to spend £374.8m on day to day services, of which 80% of service spend is on supporting the most vulnerable through adult services, children's and education and housing demand (temporary accommodation). Both demand and price in these areas continue to remain high and in Children's Social Care and temporary accommodation, demand has increased more than expected when the budget was set.
- 1.3 However, a substantial element of the forecast £21.7m overspend is due to the recurring issue of non-delivery of agreed savings either from prior years or 2026/27. Non-delivery of savings has been raised by the Council's external auditors in a statutory recommendation and the Council's response was agreed by Full Council on 20 July. The recommendation cited that persistent failure to deliver on savings targets exposes the authority to a risk of significant financial loss and due to the challenging financial position at the Council, and increasing demands on resources, there is a risk that the Council does not have in place adequate arrangements in respect of its identification and monitoring of savings schemes to achieve financial sustainability over the short to medium term.
- 1.4 There is therefore a substantial risk that, if the current forecast overspend on services cannot be brought down significantly and an improvement on the delivery of savings before year end, the assumed use of £84.3m of Exceptional Financial Support (EFS)

will not be sufficient. This further increases the financial burden on the authority due to increased borrowing costs.

- 1.5 While the £21.7m forecast overspend could be mitigated from the remaining uncommitted corporate contingency of £23.5m, this would assume no further use of contingency in year. Given the level of risk across services and three quarters of the year remaining, it is unlikely it will all remain uncommitted by the year end. Furthermore, this will not in itself resolve the underlying financial sustainability in a permanent way.
- 1.6 It is, therefore, crucial that every possible action is taken to stop and or reduce non-essential spend, challenge every pound spent by the Council ensuring value for money between now and the end of March 2027 as well as prioritising the successful delivery of agreed savings. The use of EFS does not come without on-going financial implications, particularly if the Council uses the permission to borrow to fund the gap. At current rates each £1m of EFS used will add £86,000 to revenue costs each year for the next 20 years assuming the principal is repaid at maturity.

Dedicated Schools Grant (DSG) and Schools

- 1.7 The Dedicated Schools Grant (DSG) forecast at Quarter 1 stands at £8.4m overspend which is fully in relation to the High Needs Block. This reflects the underlying pressure to support those with special educational needs, where numbers requiring support and the cost of commissioned placements continues to increase. Even though the Safety Valve programme ended on 31st March 2026 the work underway continues and the Council is continuing to provide new provision in borough.
- 1.8 The Council submitted its SEND improvement plan to government by the required deadline. If approved this could deliver a one-off payment of £9.4m against the remaining accumulated deficit of £12.7m, resulting in a revised accumulated deficit of £3.3m.
- 1.9 The number of schools in or facing deficits continues to rise. The 2025/26 outturn deficit for schools was £4.1m. However, at the end of quarter 1 this has increased to £7.7m. The Council is actively working with school leaders to identify recovery plans and other solutions which may lead to further academisation and / or closures.

Housing Revenue Account (HRA)

- 1.10 The HRA is forecasting an overall deficit of £3.478m by the year end. There is a net under recovery of income of £10.213m mainly due to a forecast higher than budgeted level of void properties throughout the year. The income profile was adjusted for a 2% void rate for 2026/27 which represents a challenging target given levels of voids that arise through decant programmes, increased stock turnover and the acquisition programme where the time between completion of a purchase and occupation is too long.
- 1.11 An improvement plan is in place to increase void turnaround which includes additional senior management oversight and additional contractor capacity. This is expected to deliver improvements from September 2026 and will be closely monitored and reported through these quarterly reports and to the Housing Improvement Board.

Capital Programmes

- 1.12 The quarter one forecast indicates underspends against both the General Fund (GF) and Housing Revenue Account (HRA) capital programmes. For the General Fund, the quarter one forecast spend for the year is £234.4m against the £344.49 budget and for the HRA, forecast spend for the year of £310.7m against budget of £376.9m. A summary of the main areas of variation are set out in Section 8 and there have been £3.462m of adjustments to the budget for the reasons set out in Table 1.

Table 1 - General Fund capital programme adjustments

Qtr. 1 General Fund Budget Adjustment	(£'000)
Budget Increase/Addition	557
Budget Reduction/Deletion	(5,027)
External funding recognition/adjustment	1,009
	<u>(3,462)</u>

- 1.13 The budget increase of £557,000 relates to the recognition of the NCIL phase 2 whilst the budget reduction of £5.027m largely relates to the removal of scheme 226 – Initiatives under Housing Demand Programme. The external funding increase of £1.243m relates to aids and adaptations and some reductions, net £1.009m.

Financial Resilience Plan

- 1.14 In light of the Council's financial position, on-going reliance on Exceptional Financial Support (EFS) from Government and now the statutory and non-statutory written recommendations issued by the Council's external auditors, significant attention continues to be placed on financial sustainability.
- 1.15 The Full Council meeting on 20 July received and accepted the recommendations from the external auditors and the Council's response [Statutory Recommendation](#), [Council Response](#), which includes the implementation of a 3-year Financial Resilience Plan; the continuation and enhancement of existing spend controls and stringent processes and governance on the capital programme and commissioning. Reporting against the Financial Resilience Plan will commence through this report from Quarter 2. The Finance Recovery Board will continue to provide oversight and challenge progress and following approval at the Full Council meeting, a cross-party member Finance Recovery Member Group will also be established focusing particularly on the delivery of agreed savings.
- 1.16 As noted above, the Council is maintaining existing spending controls and restrictions which is expected to contribute to improving the in year position by restricting non essential spending. The impact of these enhanced controls will be included in the quarterly finance update reports and the Budget reports as well as updates reported to Audit Committee through the Annual Governance Statement.
- 1.17 As part of the agreement by Government of the Council's £84.3m EFS requirement, Ministry of Housing Communities and Local Government have commissioned CIPFA to

carry out a Financial Resilience Review. This review is planned to start shortly and is likely to focus on financial management and governance across the organisation.

2. Cabinet Member Introduction

- 2.1. This Q1 financial update illustrates the challenges that many local authorities are currently facing. The Council is now forecast to spend £374.8m this financial year, £21.7m above the £353.0m that was budgeted in March 2026. Most of the overspend is the result of base budget pressures carried forward from previous financial years but there are also further savings required to close the Council's in-year savings target, particularly in cross cutting areas which are challenging to administer.
- 2.2. For the General Fund capital spending, Q1 forecasts a £234.4m spend against the £344.4m budget and Housing Revenue Account capital spending is forecasted at £310.7m against a budget of £376.9m.
- 2.3. The Dedicated Schools Grant has seen pressure increase by £8.4m due to a higher-than-expected forecasted SEND provision. The Housing Revenue Account is also forecasting additional financial pressure, primarily due to temporary accommodation spending. This administration has already begun to take action to turn this around when we agreed in July to take further action on empty homes by procuring a new multi-service contract. This will deliver refurbishment, compliance and remediation works more quickly, potentially doubling our ability to turn round empty homes. We've also chosen to unblock the redevelopment of the Love Lane estate in Tottenham and purchased new homes in Wood Green, increasing our ability to house residents in local council homes moving forward.
- 2.4. While these actions will help to alleviate some of the pressures we face, this Q1 report highlights that the challenges across departments are mounting fast. The Council is seeing demand continue to increase across services and yet is receiving an inadequate funding settlement from government to meet that demand.
- 2.5. We know, for example, that around 1 in 50 Londoners are homeless. The Council rightly steps in to provide temporary accommodation to thousands of families in this situation across our Borough. Much of this is due to a housing market which has seen decades of eye-watering house price and rent increases, pushing local people out of their homes and communities. Many have nowhere to turn to and it is the Council that supports them in their moment of need.
- 2.6. Similar structural challenges are at the root of many other high service spends from adult social care to children's services. In many cases the Council is forced to fight fires without the policy levers or resources to tackle these challenges at source.
- 2.7. That is why this administration won't sit back and accept our current settlement. We will organise in our communities to show that the people of Haringey don't accept the managed decline enforced upon local authorities by central government and join with other councils to take that message to the corridors of power. Our leadership has already convened a cross-party group of councils in receipt of exceptional financial support to shape efforts to lobby government. Last week, we also joined the anti-austerity summit hosted by Hackney Council to further shine a light on these challenges. We will play a

leading role in that campaign to enable policy change at a national level so that local authorities can, once again, serve thriving communities and not just administer central government austerity.

3. **Recommendations**

- 3.1. Cabinet is recommended to:
- 3.2. Note the forecast total revenue outturn variance for the General Fund of **£21.7m** comprising **£16.71m** base budget pressures and **£4.99m** non delivery of savings. (Section 6, Table 2, Table 3 and Appendices 1a – 1g).
- 3.3. Note the net DSG forecast overspend of **£8.4m**. (Section 6 and Appendix 1a).
- 3.4. Note the net Housing Revenue Account (HRA) forecast overspend of **£3.478m** (Section 6 and Appendix 1h).
- 3.5. Note the forecast General Fund and HRA Capital expenditure of £545.2m which equates to 75.6% of the total 2026/27 budget position. (Section 8).
- 3.6. Approve the revenue budget virements and receipt of grants as set out in Appendix 3.
- 3.7. Approve the proposed budget adjustments and virements to the capital programme as set out in Table 5 and Appendix 3.
- 3.8. Note the debt write-offs approved in Quarter 1 2026/27 which have 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 (Appendix 2a and 2b) as set out in the Constitution.

4. **Reason for Decision**

- 4.1 A strong financial management framework, including oversight by Members and senior management is an essential part of delivering the council's priorities as set out in the Corporate Delivery Plan and to meet its statutory duties. This is made more critically important than ever because of the uncertainties surrounding the Council's challenging financial position, which is being impacted by Government funding, high demand for services, particularly for the most vulnerable and the wider economic outlook. This is creating an ongoing reliance on Exceptional Financial Support in the current year and across the next five years. The additional funding through the Fairer Funding Review was welcomed but the demand and inflationary pressures across services are far outweighing the income that Council receives from Government or can generate through its own local sources.

5. **Alternative Options Considered**

- 5.1 The report of the management of the Council's financial resources is a key part of the role of the Corporate Director of Finance and Resources (Section 151 Officer) in helping members to exercise their role and no other options have therefore been considered.

The remainder of this report and the accompanying appendices set out the current forecast financial position in more detail.

6. The General Fund

Forecast Revenue Outturn

- 6.1. Table 2 below sets out the end of year financial forecast as at Quarter 1 against the revised budget. Full details for each Directorate can be found in Appendices 1a – 1g) however key points have been summarised below.
- 6.2. Children's Services is forecasting a pressure of £3.1m mainly driven by a combination of significant rises in the number of children with very complex needs coming into care, Home to School transport pressures due to changes in guidance means the council is now liable for the transport costs of children in care with an EHCP who are placed out of borough. As reported at the end of last year, ongoing reductions have not yet been identified to achieve the 5% staff reduction that all Directorates were required to achieve in 2025/26 and the Directorate's allocation of savings from increased use of digital technology from 2024/25.
- 6.3. Housing Demand (temporary accommodation) is forecasting a £2.9m overspend. Numbers in temporary accommodation (TA) remain high due to increasing homelessness demand and have been impacted by delays to delivery of new build and voids across the system. Increasing costs are largely driven by rising NPA costs (nightly purchased accommodation). However, net spend on TA per month has reduced from £2.29m per month, to £1.7m (-26%) over 13 months and remained relatively steady across Q1. This was due in large part due to reductions in spend on B&B costs (due to the hotel exit programme). NPA costs have seen gentle decreases but remain the largest cost pressure in the service.
- 6.4. Planned mitigations under the Housing Demand Transformation Programme include:
 - A property acquisitions workstream that is on target to deliver the full £600k savings.
 - Continuing financial improvements resulting from the rent convergence programme
 - Contract and commissioning efficiencies; already delivered this year's corporate target of £257,000 in full, and on track to deliver next year's £380,000 in full.
 - High-cost TA move-on activity
 - NPA reduction and renegotiation work is set to deliver £250k savings
 - Void reduction underway across Housing will increase properties available for us as TA and general needs
 - PSL incentive delivery has been subject to delays but is now live and on target to meet the adjusted savings target.
- 6.5. Environment and Resident Experience is forecasting a £1.4m overspend. As reported at the end of last year, ongoing reductions have not yet been identified to achieve the 5% staff reduction that all Directorates were required to achieve in 2025/26 and the Directorate's allocation of savings from increased use of digital technology from 2024/25. The Wellbeing and Climate pressure (£1.3m) is largely from delays to the implementation of new offers across leisure services and therefore a shortfall of leisure

income against what was expected, part of which can be attributed to the requirement to review and update lease arrangements. These pressures across the Directorate are partially mitigated by combined increased income of £2.262m predominately within Parking and Highways and Community Safety and Waste services.

- 6.6. Finance and Resources is forecasting a pressure of £3.2m. The largest proportion is within the Commercial Property portfolio where income remains below budget pending the ongoing review of lease and rent reviews but also the additional costs incurred to complete the reviews. Although income has increased by £1m compared to the same period last year, it remains £3.2m short of the £4.5m target. Financial Management is also forecasting an overspend of £291,000 as a result of a 6 month delay in the implementation of a new staffing structure which means that reliance on agency remains high.
- 6.7. Corporate (Non Service budgets) are forecasting an overspend of £10.3m which relates to the forecast non delivery of cross cutting savings in the current year and also non delivery in 2025/26 that still needs to be addressed. During Quarter 1, £800,000 of the £23.5m Corporate Contingency has been allocated as set out in Section 1.4 in Appendix 1e.

Table 2 – Revenue Budget Monitoring Forecast for Quarter 1 2026/27

Management Area	Revised 2026/27 Budget	Total Full Year Forecast	Base Budget (over / under- spend)	Non Delivery of Savings	P3 Total Variance
	£'000	£'000	£'000	£'000	£'000
Children's Services	96,378	99,502	2,986	137	3,123
AHH Director of Adult & Social Services	148,217	148,930	513	200	713
AHH Housing Demand	46,225	49,114	2,520	369	2,889
AHH Director of Public Health	0	0	0	0	0
Environment & Resident Experience	16,293	17,676	1,133	250	1,383
Environment & Resident Experience HB	1,336	1,336	0	0	0
Culture, Strategy & Communities	14,560	14,682	123	0	123
Finance and Resources	(2,838)	318	3,156	0	3,156
Directorate Service- Total	320,170	331,556	10,430	956	11,386
Capital Financing Charges	21,174	21,174	0	0	0
Corporate Contingencies (Pay, Contracts, General Contingency)	33,649	33,649	0	0	0
Corporate Contingency - Cross Cutting Savings	(10,345)	(30)	6,288	4,027	10,315
Treasury Management Interest Received	(1,850)	(1,850)	0	0	0
Treasury Management Interest Paid	36,221	36,232	0	0	0
Other Corporate Budgets (BAU)	38,296	38,285	(11)	0	(11)
Exceptional Finance Support	(84,289)	(84,289)	0	0	0

Management Area	Revised 2026/27 Budget	Total Full Year Forecast	Base Budget (over / under- spend)	Non Delivery of Savings	P3 Total Varian ce
Corporate Budgets - Non-Service Total	32,856	43,172	6,277	4,027	10,304
General Fund-Directorate Service & Non-Service	353,027	374,728	16,707	4,983	21,690
External Finance	(353,027)	(353,027)	0	0	0
GENERAL FUND TOTAL	()	21,702	16,707	4,983	21,690
DSG	0	8,400	8,400	0	8,400
HRA	0	3,478	3,478	0	3,478
HARINGEY TOTAL	()	33,580	28,585	4,983	33,568

Progress against 2026/27 Savings

- 6.8. The delivery of agreed in year savings and management actions is tracked monthly and also confirmation that agreed savings for future years are on track to be delivered.
- 6.9. Table 3 summarises the 2026/27 delivery forecast at the end of Quarter 1. Of the £13.2m Directorate specific savings, 93% (£12.2m) is forecast to be delivered by the end of the financial year. This is in contrast to the £8.7m cross council savings which are only forecasting 54% delivery. In terms of the £1.7m of Management Actions, although only 36% is forecast to be achieved, £1m of the shortfall relates to a review of historic balances for which this work has not yet started and therefore a more up to date position will be provided at Quarter 2.
- 6.10. A more detailed analysis of delivery by Directorate and the Cross Council items against the £21.9m can be found in Appendices 1a – 1g.

Table 3 – Total 2026/27 Savings and Management Actions Delivery

Directorate	2026/27 FY Savings £'000s	2026/27 Projected Full Year Savings Delivery £'000s	2026/27 Projected Full Year Savings %	2026/27 Shortfall
Adult Social Care	(4,065)	(3,865)	95%	200
Housing Demand	(3,450)	(3,081)	89%	369
Children's Services	(847)	(710)	84%	137
Environment and Resident Experience	(1,275)	(1,025)	80%	250
Environment and Resident Experience (CTRS)	(2,000)	(2,000)	100%	0
Finance and Resources	(1,342)	(1,342)	100%	0
Culture, Strategy and Communities	(200)	(200)	100%	0
Cross Council – these will be allocated to services as savings are identified	(8,677)	(4,650)	54%	4,027

Directorate	2026/27 FY Savings £'000s	2026/27 Projected Full Year Savings Delivery £'000s	2026/27 Projected Full Year Savings %	2026/27 Shortfall
Total Savings	(21,857)	(16,873)	77%	4,983
Total Management Actions	(1,729)	(629)	36%	1,100
Total Savings and Management Actions agreed by Council	(23,586)	(17,502)	74%	6,083

Cross Council Saving Initiatives

- 6.11. The agreed savings programme includes a number of council-wide initiatives. These include the following which are effectively the continuation of workstreams initiated last financial year:-
- £3m Commissioning Procurement and Contract Management
 - £1m Enabling Services
 - £377,000 Commercial Income
- 6.12. As set out in Table 3, 46% of this is forecast non-deliverable however, this is a prudent assessment. The latest Commissioning Modernisation progress update report has identified and is delivering a number of cashable savings and cost avoidance measures across most council directorates. Work is now underway to robustly assess and ensure these are sustainable, do not duplicate other savings proposals and are deliverable in the proposed timelines. This work will complete over the summer and budgets amended and the savings tracker updated to reflect the agreed position in time for Quarter 2 reporting.
- 6.13. Similar work is underway with the in year forecast Enabling Services saving and again firmer forecasts will be reported in Quarter 2.
- 6.14. Appendix 1e (Corporate Directorate) provides more detailed information on these cross council savings.
- 6.15. These same workstreams had £5.289m of savings in 2025/26 but did not deliver as planned last year and therefore adding to the forecast £4m 2026/27 undeliverable cross council savings, the total target of £9.3m cashable saving must be delivered by the end of this financial year. At quarter one, this is all prudently forecast as non-deliverable in the forecasts, however it is expected that this position will have improved for quarter two when appropriate due diligence has been undertaken and assurance over sustainability of these savings is obtained.
- 6.16. There are also more than £2.5m Service Modernisation savings allocated in prior years still to be permanently delivered. The delivery mechanisms are digital related and most of this target now has tangible projects in place to achieve the required changes in processes and / or systems.

- 6.17. Delivery against these key savings will be scrutinised monthly by both the officer Finance Recovery Board as well as the cross-party Member Finance Improvement Board.

Collection Fund Forecast

- 6.18. Collection rates for both in year bills and arrears against both Council Tax and Business Rates are monitored and reviewed monthly. Progress is assessed against the agreed collection targets which for Council Tax is 92.5% (95.75% 2025/26) and 93% (94% 2025/26) for Business Rates.
- 6.19. At a national level, the recently published statistics for 2025/26 on both revenue streams highlight falling collection rates. Council Tax fell by 0.3% to 95.6% and Business Rates by 0.5% to 96.8%.
- 6.20. For Haringey, at Quarter 1, Council Tax collection is 0.57% above target and Business Rates is 1.13% above target.
- 6.21. Recovery of money owed from previous years, 'arrears', continues to track ahead of the targets and part of this recovery activity is funded by grant from the GLA.

Risks, Reserves and Contingency

Risks and Issues

- 6.22. The most significant financial issues facing the Council have been highlighted in the paragraphs above and includes:
- Slow or poor delivery of agreed savings;
 - Price estimates used to set budgets for key commissioned or procured services notably in temporary accommodation and children's social care are in many cases proving to be insufficient;
 - Demand and in some cases, complexity, are both increasing leading to higher costs;
 - Under recovery of income - income targets not being met; and
 - Further maintained schools falling into financial difficulties for which the financial liability could fall to the Council.
- 6.23. Other risks remain over interest rate and inflation volatility. This is outside the Council's direct control and currently mainly driven by international factors but should either or both of these key economic measures increase further over the remainder of the year, they will add as yet un-forecast pressure on budgets notably contracts pegged to inflation, pay award which has not yet been agreed as well as borrowing costs. This is a key risk for both the General Fund as well as the HRA.
- 6.24. In July 2026, the Council's Local Authority Landlord function was subject to inspection by the Regulator of Social Housing and in September 2026, Adult Services will be subject to inspection by the Care Quality Commission.
- 6.25. The Council's progress against its financial recovery and improving its resilience will be subject to review by Audit Committee through the Annual Governance Statement, by KPMG through its annual Value for Money Report and monitoring by Government

through the Exceptional Financial Support process. Therefore, it is critical that all services can demonstrate the actions they are taking to improve the Council's position.

General Contingency

- 6.26. In total, the 2026/27 budget was set with a £24.3m general contingency to meet any unplanned expenditure and mitigate against any non-delivery of savings or planned income. To date, £800,000 has been utilised as set out in Appendix 1e. Given this early stage of the year, full use of this contingency is assumed to manage unplanned spend during the remainder of the year and any use will be reported each quarter. Should any remaining contingency be available at the year end this will be used to fund any overspend or reduce the EFS requirement.
- 6.27. The 2026/27 budget also includes £10.3m to cover the estimated cost of the pay award, contract inflation and redundancy costs not able to be met by the service.
- 6.28. The pay inflation budget was based on an estimated 3.5% for all green book staff. The nationally negotiated Chief Officer pay award was agreed at 3.3% and estimated as £683,000, the budget allocation was implemented in the June pay run, with backpay to 1 April 2026. The balance of the pay budgets is assumed to be fully allocated to services during the year and anything residual will be used to offset the overall council overspend at the year end.

Reserves

- 6.29. The Council's corporate reserves balance is currently forecast to be £52.0m in March 2027, of which £28.2m is earmarked as presented in Table 4.
- 6.30. Although there are currently forecast balances on the Collection Fund Smoothing and the Strategic Budget planning reserves, the former is ringfenced to offset any deficits and income timing differences in the Collection Fund so should not be assumed as available to offset any in year overspend. The Corporate Director of Finance and Corporate Resources will make a decision on utilising any or all of the Strategic Budget Planning reserve to offset overspend as part of the wider year end accounting decisions. In terms of the £15.1m General Fund Reserve, the current assumption is that this will not be used to mitigate in year overspend but be maintained to respond to any genuine, unforeseen pressures.
- 6.31. A forecast of reserve balances to 31 March 2029 is shown in Table 4. This will be updated quarterly on any in year movements and a more detailed forecast will be provided in the Budget report to Cabinet in February 2027. It should be expected that the Services Reserve and Unspent Grants reserve will be used for eligible spend over the next three years.

Table 4: Reserves Forecasts to March 2029

Reserves	Actual	Forecast		
	31 March 2026	March 2027	March 2028	March 2029
	£'000	£'000	£'000	£'000
General Fund Reserve	15,169	15,169	15,169	15,169
Risks and Uncertainties				
Labour market growth resilience reserve	186	186	186	186
Strategic Budget Planning reserve	2,955	2,955	2,955	2,955
Collection Fund Smoothing reserve	1,231	1,231	1,231	1,231
Transformation reserve	4,243	4,243	4,243	4,243
Total Risk and Uncertainties	8,615	8,615	8,615	8,615
Contracts and Commitments				
Services reserve	9,388	9,374	6,397	6,397
Unspent grants reserve	9,096	8,831	8,831	5,959
Insurance reserve	5,809	5,809	5,809	5,809
Schools reserve	2,998	2,998	2,998	2,998
Public Health Reserve	1,233	1,233	1,233	1,233
Total Contracts and Commitments	28,524	28,246	25,269	22,397
Grand Total	52,308	52,030	49,053	46,181

7. Council Debt and Write Offs for Quarter 1

- 7.1. In Quarter 1, £2.1m of council debt has been written off, of which 46% relates to parking services.
- 7.2. All the £2.1m individual cases have been reviewed and these are deemed extremely unlikely to be recovered and have been approved for write off by the Corporate Director of Finance and Resources (S151 Officer) under delegated authority and as set out in the Financial Regulations.
- 7.3. Under Haringey's constitution debts of £50,000 or more proposed for write off require the approval of the Cabinet Member for Finance or Cabinet. This quarter Adult Social Care has one debt written off exceeding this threshold (see Appendix 2b).
- 7.4. Full details of overall write offs in Quarter 1, by debt type and value are set out in Appendix 2a.

8. Forecast Capital Outturn

- 8.1. As shown in Table 5 the quarter one revised budget for the Capital Programme in 2026/27 is £721.4m, consisting of £344.4m General Fund and £376.9m HRA - Housing Revenue Account.

Table 5 – 2026/27 Capital Forecast Summary as at Quarter 1

Directorate	2026/27 Budget (£'000)	2026/27 QTR. 1 Adjustm ents (£'000)	2026/27 Revised Budget (£'000)	2026/27 QTR. 1 Forecas t (£'000)	2026/27 Budget Variance (£'000)
Children's Services	23,492	714	24,206	9,454	(14,752)
Adults, Housing & Health	7,634	(3,784)	3,850	3,767	(84)
Environment & Resident Experience	51,841	1,171	53,012	36,138	(16,874)
Culture, Strategy & Communities	136,212	(1,500)	134,712	87,804	(46,908)
Finance & Resources	29,237	(63)	29,174	12,995	(16,178)
Corporate Items	99,496	0	99,496	84,289	(15,207)
General Fund Total	347,911	(3,462)	344,449	234,447	(110,002)
HRA - Housing Revenue Account	376,945	0	376,945	310,734	(66,211)
Overall Total	724,856	(3,462)	721,394	545,181	(176,213)

- 8.2. The remainder of this section provides a high-level summary of the main areas of underspend / overspend in the General Fund Capital Programme and HRA. Full details and reasons for the variations against budget are set out in the Directorate Appendices (1a- 1g). It should be noted that the trend of high levels of slippage has continued into the current year. The review of the capital programme is underway as part of the preparation for the 2027/28 capital programme that will be published in March 2027. Any scheme without an approved business case, clear delivery plan and assurance on delivery will be placed into the pipeline. This is required to ensure that the Council is not budgeting for borrowing costs that are not going to be required and also that borrowing is only taken if really required.
- 8.3. Children's Services £14.8m underspend – Of the six projects in pre-procurement, most are in delay due to a combination of increased complexity encountered through the feasibility process, additional works identified that have needed to be integrated into the schemes and previous phased programme delays ensuring the overall scheme would be affordable, pending the final budget allocation.
- 8.4. Environment & Resident Experience £16.9m underspend – The largest contributor to the in-year underspend is the reprofiling of the waste vehicles budget.
- 8.5. Culture, Strategy and Communications £46.9m underspend – the main areas of underspend relate to Shaping Tottenham, Shaping Wood Green, High Road West and Selby Urban Village.
- Shaping Tottenham – This scheme includes the South Tottenham projects including Tottenham Hale, Seven Sisters and Yours Bruce Grove. Delays were experienced in the implementation of the Paddock and Tottenham Hale Wayfinding projects and therefore the remaining budget is likely to be spent in future years.
 - Shaping Wood Green - On Wood Green Central, consultancy support has been procured to develop a planning application, which will progress across 2026/27 in accordance with the February 2026 Cabinet decision. Turnpike Lane improvements is the next phase and due to be delivered from Q4 of 2026/27 onwards and remaining projects in future years.

- High Road West - Acquisitions are progressing across 2026/27 however phase B acquisitions will not take place this financial year. The budget needs to be retained.
- Selby Urban Village - Phase 1 works programme now extended to Jan 2028, so forecast has been updated to reflect current delivery timescales.

8.6. Finance and Resources £16.2m underspend due to delays to IT projects and the commercial property remediation scheme.

8.7. Corporate £15.2m underspend – The majority of the underspend relates to the assumed non usage of the capital programme contingency.

8.8. Housing Revenue Account £66.2m underspend

- New Homes Acquisitions- The pace of spend has been slowed as a consequence of the pre election period and gaining approvals but also an increased focus on ensuring that purchases to date become operational in a timely manner.
- Temporary Accommodation Acquisitions - Capacity and delays to the procurement of valuation and void works services, plans to deliver a further 100- 120 homes this financial year and the budget has been adjusted accordingly.
- Major Works – the Council is currently forecasting an underspend against budget. The four partnering contracts are currently being mobilised with delivery now due to commence shortly.
- New Homes Build Programme – this scheme is currently forecasting an underspend due to a delay in the acquisition at Caxton Mayes which will now complete in August 2026.

Capital Receipts

8.9. The Quarter 2 update of this report will provide a forecast of the level of capital receipts expected during 2026/27 based on the agreed Disposals Strategy in June 2025.

8.10. The Council currently uses its capital receipts to fund one off expenditure to support transformation activity in line with the Government's statutory guidance on Flexible Use of Capital Receipts [Flexible use of capital receipts: direction \(accessible version\) - GOV.UK](#)

8.11. As part of the Council's budget setting the proposed application of these receipts for 2026/27 is set out in Table 6. Currently full spend is assumed however a robust review will take place over the next quarter and a forecast utilisation will be provided in the Quarter 2 finance update report.

Table 6 - Capital Receipts

Title	Description	2026/27 (£'000)
Counter fraud work	Funding to be used to fund a range of initiatives across the Council, to prevent fraud	75

Title	Description	2026/27 (£'000)
Adults Commissioning	Funding for targeted commissioning improvement in Adults which will avoid costs and deliver savings.	750
Children's Services	This covers a range of transformation and change initiatives and to support the delivery of savings in children's services.	125
Funding for the Corporate Change Team & Communications	Part year funding for the Corporate Change Team to September 2026 pending a full review.	685
Invest to Save	To provide funding for a range of initiatives in services to either reduce costs, increase income, or both. This could include across Adults Social Care and Temporary Accommodation. In addition, the Council knows that it must replace its current ERP system. This programme was approved by Cabinet in July 2026 but initial funding through capital receipts is required to fund the Discovery Stage of the project and full options appraisal.	4,000
Grand Total		5,635

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

- 9.1. The Council's budget aligns to and provides the financial means to support the delivery of the Corporate Delivery Plan outcomes.

10. **Carbon and Climate Change**

- 10.1. The proposed recommendations have no direct impact on carbon emissions, energy usage or climate change adaptation.

11. **Statutory Officers Comments**

Finance

- 11.1. This is a report of the Corporate Director of Finance and Resources and therefore financial implications have been highlighted throughout the report. The factors with which the authority is facing and impacting on its financial position are challenging, caused by increasing demand, inflation and wider economic pressures.
- 11.2. This report includes the impact of budget pressures identified to date and it is very important that the focus to mitigate these pressures continues right through until the

year end. This includes continuing to restrict and control major costs areas, including staff costs, contract costs and capital spend.

- 11.3. The Council's reserves position is lower than average for a council of this size and a medium to long term objective must be to increase balances to manage the many risks and uncertainties and strengthen the Council's financial resilience.

Strategic Procurement

- 11.4. Strategic Procurement has reviewed the report and will continue to work closely with services to support the organisation's financial sustainability and ensure that procurement activity aligns with the Council's wider cost-reduction and efficiency priorities

Legal

- 11.5. The Director of Legal & Governance has been consulted on this report and makes the following comments.
- 11.6. The council is required by s151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. In light of the Council's current financial position, continuing demand led pressures, challenges in delivering planned savings and continued reliance on Exceptional Financial Support it is important that the council maintains robust arrangements for financial management, budget monitoring, savings delivery and financial recovery.
- 11.7. The Council is under a duty to maintain a balanced budget and to take any remedial action as required. In exercising that duty, the Council must also take into account its fiduciary duties to the council tax payers of Haringey. Pursuant to section 28 of the Local Government Act 2003, the Council is under a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties when taking necessary action to reduce any expected overspend.
- 11.8. Pursuant to the Executive 'Financial management and resources' function set out at Part Three, Section C of the Constitution, the Cabinet is responsible for approving both virements and debt write offs in excess of certain limits as set out in the Financial Regulations at Part Four, Section I, Regulations 5.31, 5.32 & 8.15 respectively.
- 11.9. The Council continues to require Exceptional Financial Support [EFS] from Government in order to manage the significant financial pressures it faces. EFS provides a mechanism, subject to government approval and conditions, for a local authority to manage and mitigate its financial pressures. The arrangements associated with EFS, including any requirement for external assurance and financial recovery, should be taken into account when considering the recommendations in this report.

- 11.10. There is no legal reason why Cabinet cannot adopt the Recommendations contained in the report.

Equalities

- 11.11. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.
- 11.12. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 11.13. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 11.14. This budget report covers the position at Quarter 1 (Period 3) of the 2026/27 financial year including General Fund (GF) Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets. The report focuses on significant budget variances including those arising as a result of the forecast non-achievement of approved MTFS savings.
- 11.15. It also includes proposed budget virements or adjustments. The recommendations in the report are not anticipated to have a negative impact on any groups with protected characteristics. In addition to this, the Council's saving programme is subject to a cumulative equality impact assessment, which acts to assess and mitigate against any potential impacts for those with protected characteristics.

12. Appendices

Appendix 1a – Children's Directorate Forecast including Savings and Capital forecasts
 Appendix 1b – Adults, Housing and Health Directorate Forecast including Savings and Capital forecasts
 Appendix 1c – Culture, Strategy and Communication Directorate Forecast including Savings and Capital forecasts
 Appendix 1d – Finance & Resources Directorate Forecast including Savings and Capital forecasts
 Appendix 1e – Corporate Directorate Forecast including Savings and Capital forecasts
 Appendix 1f – Environment and Residence Experience Directorate Forecast including Savings and Capital forecasts
 Appendix 1g – Housing Revenue Account Directorate Forecast including Savings and Capital forecasts

Appendix 2a – Debt Write Off (includes less than £50,000 and greater than £50,000)

Appendix 2b Write Off exceeding £50,000

Appendix 3 Revenue and Capital virements

13. **Background Papers (Local Government (Access to Information) Act 1985)**

13.1. None

Appendix 1a – Children and Young People Directorate Forecasts

- 1.1. The table below shows the full forecast across the Children's Directorates followed by more detailed explanations for any under or overspends that are forecast for the year.

Management Area	Revised 2026/27 Budget	Total Full Year Forecast	Base Budget (over/under- spend)	Non Delivery of Savings	Q1 Total Variance
	£'000	£'000	£'000	£'000	£'000
Children's Services	96,378	99,502	2,986	137	3,123
Director of Children Services	1,810	1,696	(114)	0	(114)
Commissioning	2,449	2,186	(263)	0	(263)
Prevention & Early Intervention	20,819	21,606	787	0	787
Children & Families	66,183	68,486	2,166	137	2,303
Assistant Director for Schools	5,118	5,528	410	0	410

- 1.2. Children and Young People Service is forecasting a pressure of £3.123m at Quarter 1. The service continues to focus on **mitigating £4.547m of** pressures relating to the following:

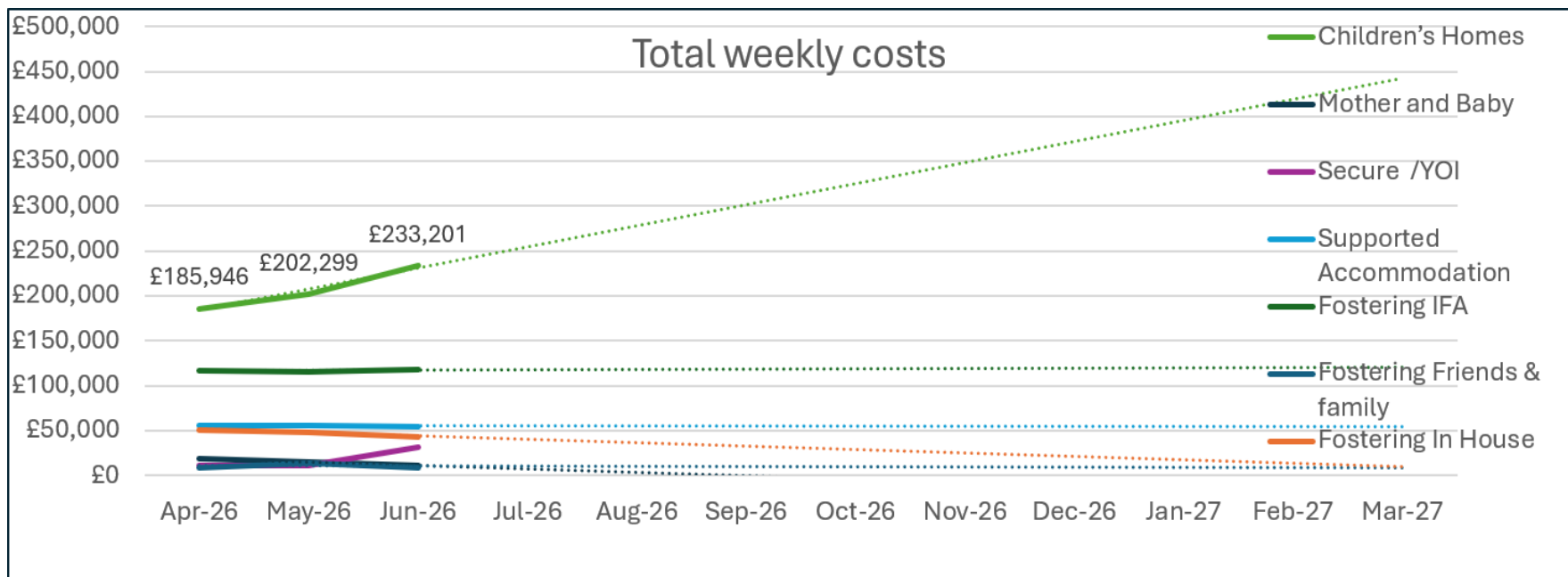
- **Digital savings £772,000** – this is a recurring cross cutting saving. Following a review of all services with Digital Services over the last 18 months (and looking at what other Councils are doing) only a small number of efficiencies have been identified that are not material.
- **5% staffing savings £2.1m** - this is a recurring cross cutting saving which is difficult to achieve as our services benchmark as below the median for statistical neighbours.
- **Placements £821,000**– this relates to a significant rise in the number of children with very complex needs coming into care.
- **Legal costs £140,000** - with rising numbers of children into care, previously stable legal costs may be at risk of increasing if this trend is sustained

- **Home to school transport £356,000** - new pressure related to a change in guidance which means the Council are now liable for the transport costs of children in care with an EHCP who are placed out of borough
- **Nursery provision £358,000** - this relates to ensuring the Council continues to meet its legal requirements in relation to staffing ratios in our nursery provision.

The key actions to mitigate these pressures include:

- **Staffing** - holding vacancies, bringing forward savings relating to posts where possible, a pause on recruitment and offsetting eligible costs against grant wherever possible (in year £1,142M being offset against Families First Transformation).
- **Placements** – continuing to closely track and monitor the top 25 high-cost placements and working with providers and partners to ensure children have the support they need to reduce their risks and move into family placements.

- 1.3. The Council has reviewed all the children who have come into care over the last few months to check that thresholds are correct and placement decisions reflect current needs. On 17th July 2026 there were 308 children in care which is the highest number since last June. At the end of March 2026, there were 296 children in care. In May, June and the first week of July this has significantly more children becoming looked after (37) compared to the same period in 2025 (21). The review of our activity shows that the thresholds for making these decisions have been appropriate and consistent and for most of these children (30/37) during this period, abuse or neglect was the primary need.
- 1.4. Total weekly costs for children in residential homes show a significantly rising trend which reflects the complexity of the needs. Our previous assumptions when the budget was set in March 2026, were based on inflation of between 3% - 3.5% . However, the increase in complexity and higher unit costs, for placements that require a high level of supervision and care, is causing the additional pressure in demand-led services, this is often difficult to predict. Increased costs are on average around 9% in the year to date. Between April 2026 and June 2026, total weekly costs for children in residential homes has risen from £196,000 per week to £233,000 per week (an extra £37,000 per week which equates to approximately £1.9m per year). Analysis of the unit costs for our top 25 placements shows that a year ago (17/7/2025) the total weekly costs for the top 25 placements was £155,518 with the highest cost being £10,605 and the lowest £4,552. Most recent data for the 17/7/2026, shows the total weekly cost for our top 25 placements was £200,908 with the highest cost being £15,236 a week and the lowest £5,700. This rise in the unit costs reflects an additional £45,390 per week for the top 25 placements and this adds £2,360,280 a year to our placement costs if these are extrapolated for 52 weeks.



- 1.5. There is a pressure of £787,000 in the Prevention and Early Intervention Service. As noted above, this relates to home to school transport costs (£356,000) and the balance to the 5% cross cutting staffing saving (£763,000). The service is mitigating this pressure of £1.12m through encouraging staff to purchase additional annual leave, holding posts vacant and offsetting grant against eligible costs.
- 1.6. There is a pressure of £358,000 in the Schools and Learning Service and this relates to pressures in our nursery provision and ensuring the Council continues to meet its legal requirements in relation to staffing ratios.

Dedicated Schools Grant (DSG)

- 1.7. For the DSG, the Schools, Early Years and Central Support Services blocks are balanced but the High Needs Block is forecasting a pressure of £8.4m. The forecast overspend reflects the underlying pressures to support those with special

educational needs, where demand pressures are increasing as parents apply for EHCPs to secure statutory protection ahead of legislative changes in 2029 and the increase cost of commissioned placements. Even though the Safety Valve programme ended on 31st March 2026 the work underway continues, to develop new provision in borough and mitigate future costs.

- 1.8. As a result of the requirements of the new SEND reforms, all councils were required to submit a SEND Improvement Plan by the end of June 2026. If the plan is approved, it will result in a payment to reduce the accumulated deficit on the high needs block. For Haringey that will mean a potential payment of £9.339m against a current deficit of £12.702m, resulting in a revised deficit of £3.363m.

.2026/27 Savings

- 1.9. Against a full year savings target of £847,000, the directorate are forecasting 84% delivery of their savings. The table below sets out the full details of the savings and delivery forecast.

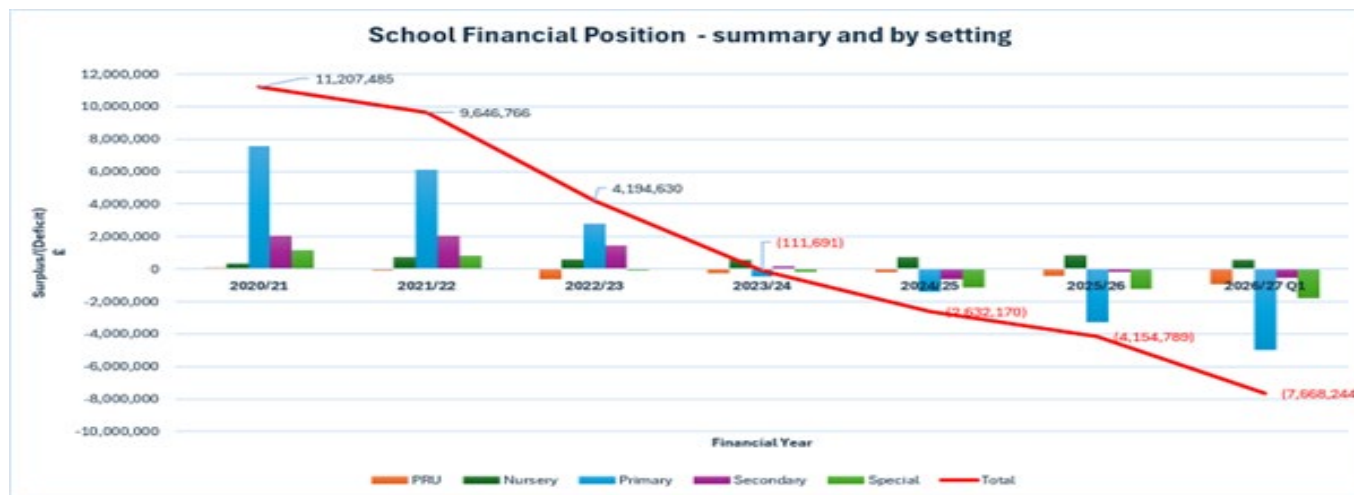
Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
Localities Hub - reduction in children's centre provision	(200)	(200)	0	Green	On target to achieve savings
Youth Services reduction	(50)	(50)	0	Green	On target to achieve savings
Removal of the early help parenting offer	(255)	(255)	0	Green	On target to achieve savings
John La Rose Bursary	(15)	(15)	0	Green	On target to achieve savings
Care Leavers Accommodation	(237)	(100)	(137)	Amber	The programme team aim to have the first 9 flats occupied by the end of July 2026 and this as now commenced, with a steady phasing in of care leavers throughout July/August. Once the remaining 2 flats have been vacated, the programme team will move at pace to bring them up to standard to fully occupy the building, delivering the Young Adults Service. The service is looking to find ways to mitigate the shortfall.

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
Introducing specialist foster carer allowances to attract more foster carers	(90)	(90)	0	Green	On target to achieve savings
Total savings to be delivered	(847)	(710)	(137)	Amber	

Schools

- 1.10. The latest school deficit position shows that in 2025/26 the outturn deficit was £4.1m and currently in Quarter 1 this has increased to £7.7m. The figures include the three schools that have moved to the academies on the 1st of July: St Ignatius, and St Francis de Sales Infant and Junior Schools. There is a forward plan for schools facing financial pressures to be considered at the Restructure and Scrutiny Panel to address their current and projected deficits where there is no recovery plan in place.

2025/26 Outturn £	Setting	2026/27 Budget/Q1 £	Number in Surplus	Total Surplus £	Number in deficit	Total Deficits £
879,881	Nursery	580,149	3	580,149	0	0
(3,260,478)	Primary	(4,997,419)	19	1,995,001	26	(6,992,420)
(143,630)	Secondary	(558,787)	2	1,358,190	3	(1,916,978)
(1,228,159)	Special	(1,773,704)	2	191,932	2	(1,965,637)
(402,403)	PRU	(918,482)	0	0	1	(918,482)
(4,154,789)	Total	(7,668,244)	26	4,125,272	32	(11,793,516)



Capital Forecasts

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
101	Primary Schools - repairs & maintenance	2,519	2,519	(0)		(0)	Green	Amber	Green	22 individual projects will be delivered under Scheme 101 this financial year, with the majority being delivered over the school summer holidays. £400,000 contingency remains in place for winter weather-related emergency reactive works. Expenditure currently forecast to remain within allocated budget.

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
102	Primary School – modifications & enhancement (Inc SEN)	15,058	2,159	(12,899)		(12,899)	Green	Red	Green	The level of spend in the quarter is reduced by an adjustment of £58,000. Of the six projects in pre-procurement, all are in delay due to a combination of increased complexity encountered during the feasibility process, the identification of additional works that needed to be integrated into the schemes (in particular Coleridge Primary) and previous programme re-baselining to ensure the overall scheme would be affordable, pending the final budget allocation. The cost for the six projects exceeds the budget but can be delivered within the funding available in the Capital Programme up to 2029. The cash flow for the remainder of FY 26/27 has been adjusted accordingly. The full value of the budget for this FY will be required to meet the costs of these schemes in future years.
105	RAAC Schools	491	491	0		0	Green	Amber	Green	DfE has approved the budget request of c. £8m for the main remediation works. The costs already incurred will be claimed back via the process DfE has set out. At present costs are a combination of temporary classroom hire (from the original mitigation project) and consultancy fees to get to RIBA 2. The projects will now progress to procurement.
110	Devolved School Capital	494	494	(0)		(0)	Green	Green	Green	This budget is fully devolved to schools
114	Secondary School - modifications & enhancement (Inc SEN)	890	445	(445)		(445)	Green	Green	Green	The spend in Q1 was for remaining costs on the Fortismere condition project. Funding has been allocated to necessary condition improvement works at Hornsey School for Girls, taking account of the proposed DfEfunded rebuild so that only the most immediate works will be completed in this year.
121	Pendarren House	432	1	(431)		(431)				The 25/26 budget underspend of £141k has been carried to 2026/27 due to programme slippage which is mostly due to requirements of the Planning application which requires ecological surveys and a report to be submitted before a decision can be reached, and works can commence. The bat surveys required can only be undertaken between May-September, and therefore there is a programme impact on tender action and contract award. The full remaining project budget is required in 2026/27, to ensure delivery of condition works to prevent further water ingress through the roof as well as address H&S issues.

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
										This will ensure the centre can continue to operate and offer accommodation to Haringey pupils at full capacity.
124	In-Borough Residential Care Facility	828	330	(498)	0	(498)	Green	Green	Green	The projected spend for this project is £330,000 and the remaining capital allocated will not spent within the confines of this scheme. There's no anticipated capital slippage outside the allocated budget.
125	Safety Valve	2,972	2,600	(372)	372	0	Green	Green	Green	The projected spend for 26/27 is £2.6m and covers off outstanding projects with payments due in this financial year. Unspent grant will be carried forward because it is grant funded
126	Children's Services Liquid Logic Implementation	250	200	(50)	0	(50)	Green	Green	Green	The 2027/28 budget (£1.780m) has been deleted and removed from the capital programme. The remaining funding is allocated against the new software system that supports family hubs and children centre.
127	Art Council Music Hub	272	215	(57)	57	0	Green	Green	Green	Projected spend across all 5 boroughs in 2026/27 is £215,000, the balance will be spent in financial year 2027/28.
Children's Services		24,206	9,454	(14,752)	429	(14,323)				

Appendix 1b – Adults, Health and Housing Directorate Level Forecasts.

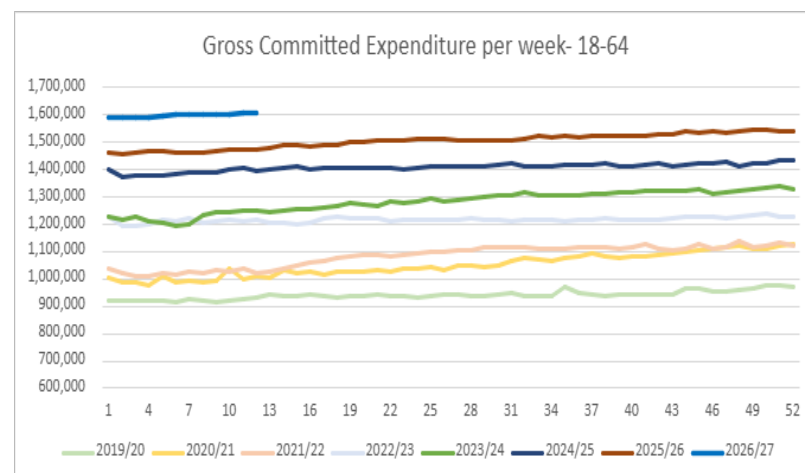
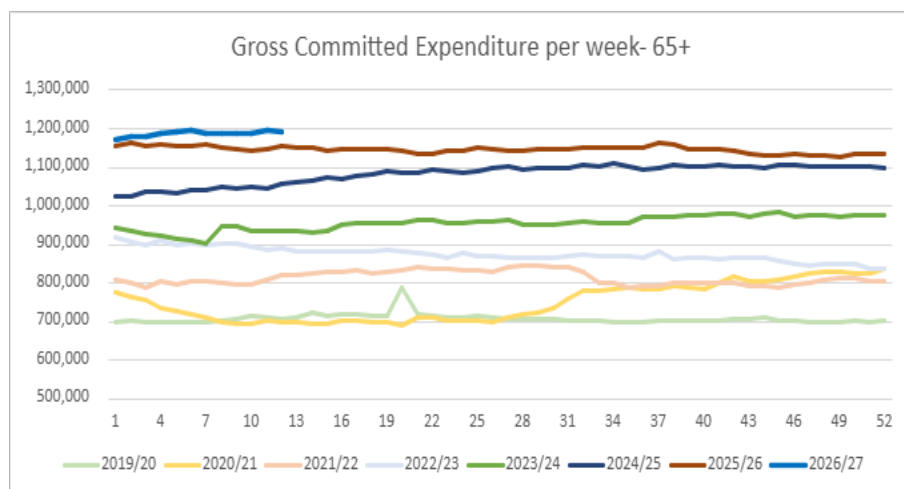
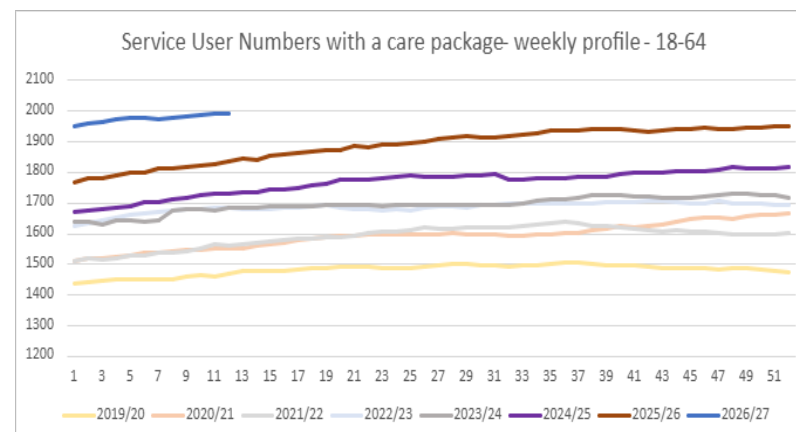
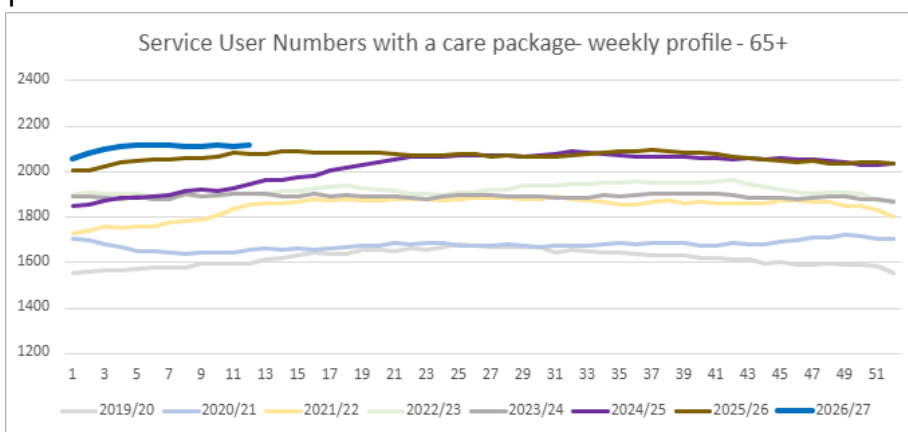
- 1.1. The table below provides the full year forecast across the Adults, Housing and Health Directorate, followed by more detailed explanations for any under or overspends that are forecast for the year.

Management Area	Revised 2026/27 Budget	Total Full Year Forecast	Base Budget (over/under- spend)	Non- Delivery of Savings	Q1 Total Variance
	£'000	£'000	£'000	£'000	£'000
Adult, Housing and Health	194,441	198,043	3,033	569	3,602
Director of Adult Social Care	148,217	148,930	513	200	713
Housing Demand	46,225	49,114	2,520	369	2,889
Director of Public Health	0	0	0	0	0

Adult Social Care

- 1.2. Adult Social Care is forecasting a pressure of £713,00 at Quarter 1. The overspend relates to supplies and services, including equipment costs associated with the delivery of the Emergency Response Service and increased legal costs in -year.
- 1.3. Adult Social Care has two main drivers that impact on the services financial position staffing cost and placements; however, these are both forecasting a balanced position as at Quarter 1, but both can be volatile and there continues to be significant challenges which are being closely monitored.
- 1.4. As at Quarter 1, and after an investment of £3.6m into staffing in 2026/27, the Service is reporting a balanced staffing forecast position, however, retaining a balanced budget remains a challenge. There continues to be an increase in the number of resident contacts at the ASC Front Door and higher than previously encountered, increased safeguarding referrals, increasing complexity in casework and a growing waiting list for those requiring an occupational therapy assessment to remain in their home. This staffing pressure is subject to monthly review as priorities and risk change.

- 1.5. The placements budget is reporting a balanced position. At the end of Quarter 1, there are 2,111 Older Adults (65+) with a care package this equates to 2.82% increase over the first quarter and 1,952 Young Adults (18-64) with a care package, a 2.00% increase over the first quarter. Despite these increases, the forecast spend will remain within the available placement budget. The percentage increase in both cohorts is currently lower than Quarter 1 in the last financial year, although the complexity in case management continues to increase. Inflationary uplifts are being monitored separately, and costs are met from within the inflation provision for 2026/27. The current forecast is that inflationary uplifts will be contained within the budget provision.



- 1.6. Adult Social Care is managing the risk of potential one-off placement costs of £0.636m that are currently going through a formal legal process. Close monitoring is underway and if these risks start to crystalise, the impact will be reflected in future forecasts.
- 1.7. The Bad Debts Provision is reviewed monthly to avoid any material impact at year end. The provision at Q1 is based on the up-to-date aged debt profile using established methodology and is forecast to be £750,000 in line with the budget provision

2026/27 Savings

- 1.8. Against a full year savings target of £4.07m, Adult Social Care are forecasting delivery of 85%. The table below sets out the full details of the savings and delivery forecast.

Adult Social Care

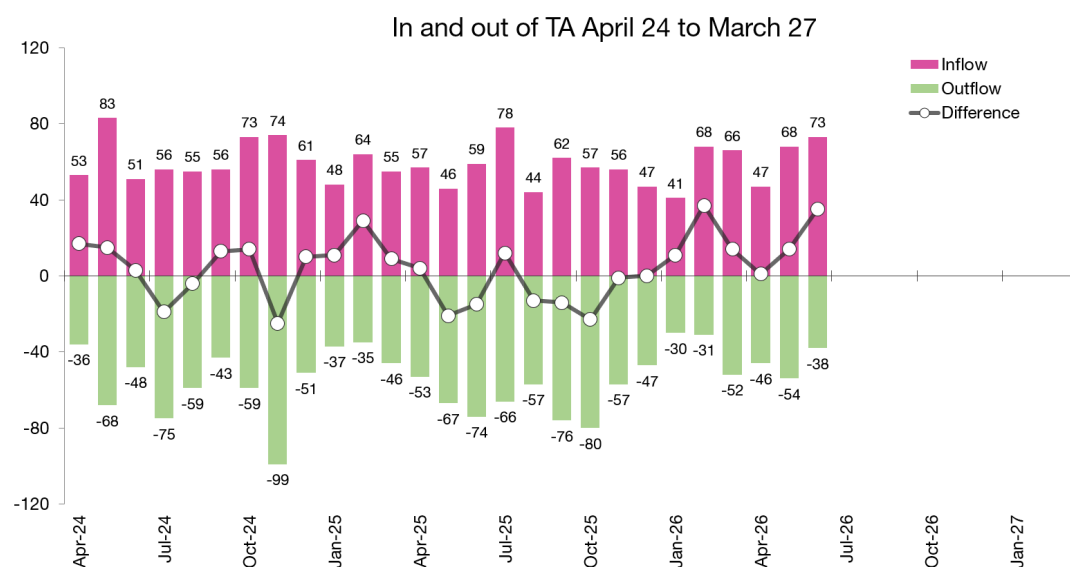
Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
Connected Care	(879)	(879)	0	Amber	678k has already been delivered. The service are working to identify mitigations to deliver the saving in full.
Day Opportunities – Commissioning Review - To undertake a commissioning review of the current range and type of day opportunities available to eligible Haringey residents and their carers.	(100)	(100)	0	Amber	Clients have been identified where support can be reviewed, however this continues to be delayed due to the building works required at Ermine Road which is currently due to complete by the end of September 2026. A new commissioner recently started who is identifying mitigations.
Review of Reablement model	(250)	(250)	0	Green	On track. This is being delivered by review of reablement packages at the point of transfer to services, which is ensuring that packages are rightsized to on-going needs.

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
Review of the Supported Living contract	(600)	(400)	(200)	Red	The non-delivery of the 2025/26 savings will be carried forward to 2026/27 and the 2026/27 saving of £600k will be re-profiled to 2027/28. Therefore, this has not been delivered and a further 18 months is required to bring the new contract arrangements in place.
Transitions (Reviewing the support need of young people who have eligible care and support needs as they move or transition from Children's Services to Adult Social Care)	(777)	(777)	0	Green	Based on the expected cohort that will move to Adult Social Care from Children's Services it is anticipated that the target of £777k will be achieved.
Developing a Community Support model	(550)	(550)	0	Green	On track at q1.
Review of Adult Social Care Charging Policy and strengthening financial assessment	(909)	(909)	0	Green	On track.
Total savings to be delivered	(4,065)	(3,865)	(200)	Amber	

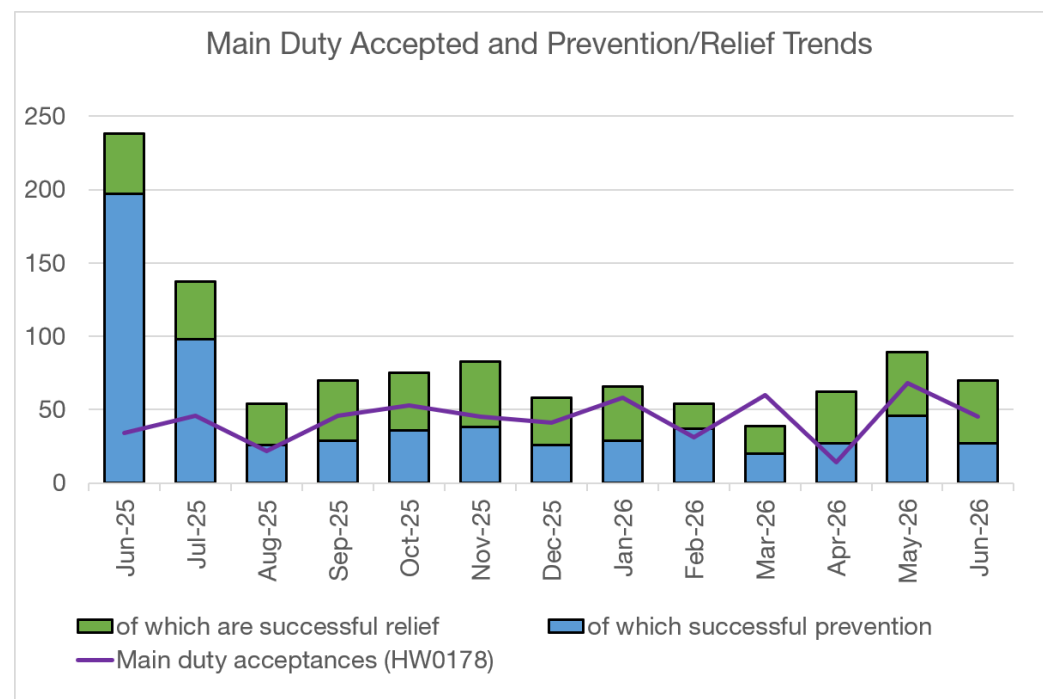
HOUSING DEMAND

1.9. As at Quarter 1 Housing Demand is forecasting a £2.9m overspend for 26/27.

1.10. The number of households in temporary accommodation (TA) continue to increase. A total of 188 households entered temporary accommodation in Q1, which is 8% higher than forecast at the start of the financial year. However, we have also seen lower than expected numbers of households leaving TA, which has also been the key driver for the recent increase in overall numbers.



1.11. The total number of approaches in June is broadly in line with previous years (apart from June 2025). However, June saw a significant increase in the number of households approaching where the reason for approach was given as end of Private Rented Sector tenancy, asked to leave family / friends, or sofa surfing, which is assumed to be because of the implementation of Renters Rights Act.



- 1.12. Outflow from temporary accommodation remains low; largely driven by available social lets. It has been impacted by delays to delivery of new build properties (including acquisitions) and voids across the system. In Q1 a total of 50 fewer households left TA than originally forecast at the end of 2025/26. Most of these residents have now moved into their council properties.
- 1.13. Increasing costs are largely driven by rising NPA costs (nightly purchased accommodation). The average nightly cost of NPA is projected to increase by around 6% this year, which is in line with our assumed position at the start of the year.
- 1.14. The proportion of households in TA that are living in NPA has been steadily increasing over time. This is partly due to reductions in other types of available stock (private sector leased, S63 council accommodation), as well as new demand frequently having to be met via NPA. This has been a driver of the increased overall cost of NPA.

1.15. Housing Benefit subsidy loss is projected to increase across the year as a result of the rent convergence programme. Overall, the programme offers a net financial benefit to the Council. The current HB Subsidy budget funded by the Homelessness Prevention Grant (HPG) is £6.563m and the end of year forecast is estimated and calculated to be approximately £12.365m resulting in a forecast FULL TA subsidy loss of £5.802m.

1.16. Planned mitigations under the Housing Demand Transformation Programme include:

A property acquisitions workstream that is on target to deliver the full £600k savings.

Continuing financial improvements resulting from the rent convergence programme

Contract and commissioning efficiencies; already delivered this year's corporate target of £257k in full, and on track to deliver next year's £380k in full.

High-cost TA move-on activity

NPA reduction and renegotiation work is set to deliver £250k savings

Void reduction underway across Housing will increase properties available for use as TA and general needs

PSL incentive delivery has been subject to delays but is now live and on target to meet the adjusted savings target

2026/27 Savings

1.17. Against a full year savings target of £3.45m, Housing Demand are forecasting 89% delivery of their savings. The table below sets out the full details of the savings and delivery forecast. However, non-delivery of the institutional investment/longer-term leases workstream remains a significant risk. Housing Demand plans to mitigate the £1m gap.

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
More Cost-Effective Sources of Temporary Accommodation - The delivery of this saving is through the combination of a number of initiatives to reduce the overall cost of homes secured for temporary accommodation and to increase the amount of Local Housing Allowance recouped by the Council. Key initiatives to reduce our reliance on expensive nightly-paid accommodation include entering into longer term leases for properties; delivering a housing acquisition programme of 250 homes per annum and modernising the Council's rent setting policy for TA to ensure the Council is maximising the amount that it is legally entitled to recouped within housing benefit rules.	(2,600)	(2,600)	(0)	Amber	There is a key risk that the Longer-Term leases saving of £1m will not deliver in year. The service have implemented a number of mitigation measures and a full review of the position will be updated by Q2 when we will be better able to model the impact of the mitigations.
Savings on the incentive payments to increase and retain PSL stock for use as Temporary Accommodation	(593)	(224)	(369)	Amber	The PSL programme has had a delayed start, in part due to Legal delays, but went live as of 10 July. The latest highlighted that savings have been reduced due to the lower numbers in more costly NPA following the success of the Hotel Exit programme. To avoid a double count, the programme is now projected to deliver £224,224 in cost avoidance in Yr1.
Reduction in contract in Floating Support Contract	(257)	(257)		Blue	This has delivered in full.
Total savings to be delivered	(3,450)	(3,081)	(369)	Amber	

PUBLIC HEALTH

- 1.18. As at Quarter 1, Public Health is projecting a breakeven position. Any underspend at the year-end will be transferred to the Public Health Reserve or any overspend will require a drawdown from reserve.

Capital Forecasts

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
201	Aids, Adaptations & Assistive Technology - (DFG)	3,767	3,768	0		0	Green	Green	Green	Procurement issues affecting delivery have now been resolved, and improvements to the procurement process have significantly reduced processing times and strengthened contractor appointments. The Council is in the final stages of appointing new contractors and are already seeing the benefits of these changes. Programme delivery will accelerate as planned and that the full budget allocation will be realised this financial year.
213	Canning Crescent Assisted Living	83	(1)	(84)		(84)				Budget retained at this stage to cover any final invoices. Any not required will be transferred to capital contingency
226	Initiatives under Housing Demand Programme	0	0	0		0				This budget has been deleted and removed from the capital programme
Adults, Housing & Health		3,850	3,767	(84)	-	(84)				

Appendix 1c – Culture, Strategy and Communities Directorate Level Forecasts.

- 1.1. The table below provides the full year forecast across the Culture, Strategy and Communities Directorate followed by more detailed explanations for any under or overspends that are forecast for the year.

Management Area	Revised 2026/27 Budget	Total Full Year Forecast	Base Budget (over/under- spend)	Non- Delivery of Savings	Q1 Total Variance
	£'000	£'000	£'000	£'000	£'000
Culture, Strategy and Communities	14,560	14,682	123	0	123
Electoral Services	2,104	2,102	(2)	0	(2)
Local Democracy	2,066	2,110	44	0	44
Legal Services	1,855	1,879	24	0	24
Assistant Directorate of Corporate Governance	471	419	(52)	0	(52)
Human Resources	(135)	(379)	(244)	0	(244)
AD for Transformation & Resources	511	509	(1)	0	(1)
Libraries	2,967	3,180	213	0	213
Strategy, Communication & Collaboration (SCC)	421	588	167	0	167
Culture, Museum & Archives	996	995	(1)	0	(1)
Placemaking and Communities	3,304	3,278	(26)	0	(26)

- 1.2. Culture, Strategy and Communities are forecasting a pressure of £123,000 at Quarter 1.
- 1.3. The £167,000 forecast overspend in SCC is being driven by a reduction in funding from services for posts in the corporate communications team. This will be addressed via a restructure which will also address the issue for future years. In addition, there continues to be a stretching income target in communications which the team are working hard to meet. These pressures are being off set by a reduction in non staffing expenditure across teams in SCC.

- 1.4. The £213,000 forecast overspend in Libraries is largely because of unmet income targets for libraries. Consideration is being given to how we might close this gap through increased marketing of spaces for hire alongside a digital project on putting in place a modern booking system.
- 1.5. The £244,000 projected underspend in Human Resources is from staff savings due to posts being partially recharged to the ERP project. This element of the underspend will reduce as backfills are likely to be required. Other vacancies are also being held to assess service impact in anticipation of a future savings requirement.
- 1.6. The Placemaking and Community Development Service is currently forecasting broadly in line with budget, although a potential risk relating to £356,000 of staffing cost recharges to the HRA remains under review and is not yet reflected in the forecast pending confirmation with the HRA.

2026/27 Savings

- 1.7. Against a full year savings target of £200,000, the directorate are forecasting 100% delivery of their savings. The table below sets out the full details of the savings and delivery forecast.

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
Inclusive Economy Service Reduction	(100)	(100)	0	Green	Savings on track to be delivered in full
Placemaking restructure - this will deliver the "Reduce or remove Business Support Service" saving.	(100)	(100)	0	Green	Savings on track to be delivered in full
Total savings to be delivered	(200)	(200)	0	Green	

Capital Forecasts

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
402	Shaping Tottenham	11,300	3,503	(7,797)	7,797	0	Green	Amber	Green	This scheme includes the South Tottenham projects including Tottenham Hale, Seven Sisters and Yours Bruce Grove. Delays were experienced in the implementation of the Paddock and Tottenham Hale Wayfinding projects.
406	Opportunity Investment Fund (OIF)	1,208	120	(1,088)	1,088	0	Green	Amber	Green	Cross reference with scheme 483. The OIF (scheme 406) pot at year end was £1.486m and the PVF (483) pot was £153,501. The budgets include business loan replacements and interest. The loans programme is currently paused. We aim to reopen the business loans late-summer/Sept after approval from Finance and Audit & Risk Management.
408	Down Lane Park	2,384	2,157	(227)	227	0	Amber	Amber	Amber	Spend delayed due to slippage in the programme. Commitment to deliver between 2027 and 2028 remains
421	High Road West Acquisition	48,736	27,955	(20,781)	20,781	0	Green	Amber	Amber	High Road West acquisitions progressing across 2026/27 prior to March 2027 Phase A Compulsory Purchase Order implementation deadline. Slippage is required for affordable housing grant payments and Phase B acquisitions which will not take place this financial year. Scheme budget and future forecast under review as part of review of scheme.
447	Alexandra Palace - Maintenance	470	470	0		0	Green	Green	Green	Forecast spend to budget
448	Pride in Place	1,500	1,500	0		0	Green	Green	Green	Programme budget made up of external funding from MHCLG - all spend to be committed by March 2027
464	Bruce Castle	36	146	110		110	Green	Green	Green	Fee claims for prolongation to be agreed for professional advice provided. Additional asbestos removal works to be undertaken.
474	Tottenham High Road Strategy	0	0	0		0	Green	Green	Green	Budget for scheme 474 which has now been included in Scheme 402

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
480	Shaping Wood Green	8,382	699	(7,683)	2,715	(4,968)	Green	Amber	Amber	On Wood Green Central, consultancy support has been procured to develop a planning application, which will progress across 2026/27 in accordance with Feb 2026 Cabinet decision. Turnpike Lane improvements next phase due to be delivered from Q4 2026/27 onwards.
483	Productive Valley Fund (PVF)	816	80	(736)	736	0	Green	Amber	Green	Cross reference with scheme 406. The OIF (scheme 406) budget at year end was £1.486m and the PVF (483) budget was £153,501. Budgets include business loan replacements and interest. The loans programme is currently paused. We aim to reopen the business loans late-summer/Sept after approval from Finance and Audit & Risk Management.
488	Liveable Seven Sisters (LSS)	0	0	0		0	Green	Green	Green	Budget for scheme 488 which has now been included in Scheme 402
493	Bruce Grove Yards (BGY)	0	0	0		0	Green	Green	Green	Budget for scheme 493 which has now been included in Scheme 402
330	Civic Centre Works	32,722	31,681	(1,041)		(1,041)	Amber	Amber	Green	Overall site progress during the reporting period has been positive. While the works remain behind the contractor's programme, progress is currently aligned with Sisk's forecast completion date allowing client fit out to start in January and occupation starting at the end of March 2027 as planned . Total projected expenditure across the programme is currently within the allocated overall budget.
630	Libraries IT and Buildings upgrade	832	400	(432)	432	0	Green	Amber	Green	Scheme in on budget and work has continued towards support for the Library physical site and modernisation. Project now moving into procurement stage - which will inform costs and profiling. This is enabling support for Libraries ICT replacement of end of life technology & infrastructure (e.g., Server, Wi-fi, Peoples Network & Firewall).
631	Ally Pally - Counter Terrorism	363	363	0		0	Green	Green	Green	Forecast spend to budget

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
632	Ally Pally - Risk to Life and Injury	293	293	0		0	Green	Green	Green	Forecast spend to budget
633	Ally Pally - Risk to Compliance	1,006	1,006	0		0	Green	Green	Green	Forecast spend to budget
641	Ally Pally - Panorama Room	3,000	750	(2,250)	2,250	0	Amber	Amber	Green	Scheme has been tendered. This is currently being reviewed & a revised programme indicates spend of £750,000 in 2026/27
642	Ally Pally - Emergency exit	750	750	0		0	Amber	Amber	Green	Scheme is yet to be tendered, hence the cost & delivery are still yet to be determined
643	Ally Pally - Lightning Ring	1,500	0	(1,500)	1,500	0	Amber	Amber	Green	This scheme is being deferred to 2027/28
4005	SME Workspace Intensification	1,578	1,578	(0)		(0)	Green	Green	Green	Grant allocation to the Clarendon workspace project - entered into grant agreement May 2026..
4010	Selby Urban Village Project	17,836	14,352	(3,484)	3,484	0	Amber	Green	Amber	Awaiting updated forecast from main works contractor, following Value Engineering (VE) design stage/ confirmation of proposals. Current underspend at start of 2026/27 due to programme for VE design works. Phase 1 works programme now extended to Jan 2028, so forecasting will reflect this, hence capital slippage request into future years. Scope and budget amber due to VE design work (and cost savings) not yet complete/ realised.
Culture, Strategy & Communities		134,712	87,804	(46,908)	43,316	(5,898)				

Appendix 1d – Finance and Resources Directorate Level Forecasts.

- 1.1. The table below provides the full year forecast across the Finance and Resources Directorate followed by more detailed explanations for any under or overspends that are forecast for the year.

Department Area	Revised 2026/27 Budget	Total Full Year Forecast	Base Budget (over/under- spend)	Non Delivery of Savings	Q1 Total Variance
	£'000	£'000	£'000	£'000	£'000
FINANCE AND RESOURCES, OF WHICH	(2,838)	318	3,156	0	3,156
Capital Projects and Property	(3,489)	(734)	2,755	0	2,755
Finance	375	666	291	0	291
Audit & Risk Management	(20)	(24)	(4)	0	(4)
Digital Services	(10)	312	321	0	321
Strategic Procurement	101	(106)	(207)	0	(207)
Chief Executive Officer	204	203	(1)	0	(1)

- 1.2. Finance and Resources are forecasting an overspend of £3.2m at Quarter 1. This is largely within the Commercial Property Team of the Capital Projects and Property Department but there are other smaller forecast overspends across Finance and Digital Services. An underspend is forecast within Strategic Procurement as a result of current vacancies held within the service.
- 1.3. Currently all savings are forecast to deliver in full but these will continue to be carefully monitored through the year.
- 1.4. The remainder of this section provides more detail on the areas of overspend and the mitigations that are being put in place to bring forecast spend back in line with the budget for the year end.

Corporate Property and Projects

- 1.5. There is an overall overspend of £2.755m in Capital Projects and Property of which there is a £3.2m overspend on Commercial Property and a £396,000 underspend on the Corporate Landlord Model / Operational Assets.
- 1.6. For Commercial Property, there has been an increase in income of approximately £1.07m from backdated rent and income uplift. However, £218,000 was already recognised in the 2025/26 outturn. After allowing for costs incurred, the net benefit reduces to approximately £721,000. Part of this (£347,000) will be used to mitigate one-off Fountayn Business Centre dilapidations costs, meaning an overall net improvement of only £375,000. This demonstrates the good progress being made within the team as the improvement plan continues but forecast income remains £3.2m short of the £4.5m target.
- 1.7. The underspend on the Corporate Landlord Model arises because of the £800,000 additional budget that was provided for the expected increase in business rates following the Government re-valuation of all non residential premises which has not fully materialised with costs only increasing by £139,000. However, there are forecast emerging pressures from energy costs, building cleaning and lower staffing recharges to capital. A detailed review will be undertaken in Quarter 2 to validate the forecast emerging pressure of £265,000 and any opportunities to mitigate these increased costs.

Finance

- 1.8. The forecast overspend of £291,000 is due to the delays in the implementation of the finance restructure and therefore leading to a greater reliance on agency staff until full implementation and recruitment completed for the permanent roles. There are other pressures from staff costs previously assumed to be funded from capital, that was also reported in 2025/26 but was not corrected when the 2026/27 budget was set. Cost pressures are being mitigated through holding vacancies where possible.

Digital Services

- 1.9. Digital Services is reporting an overspend on £321,000. Of this, £191,000 is within the Technology function which relates to the additional investment into cyber security and the establishment of a Security Operations Centre (SOC). As agreed, this is to be funded through contingency in 2026/27 because spend was not known at the time the budget was set and any ongoing costs will be considered as part of the 2027/28 budget setting process. This adjustment for contingency will be made in Quarter 2.

- 1.10. The remaining £131,000 overspend is as a result of an additional resource that is responsible for the review and reset of the Service Modernisation Programme and further planned changes over the remainder of the year means that this forecast overspend is expected to be addressed in the remainder of the year.

2026/27 Savings

- 1.11. Against a full year savings target of £1.34m, the directorate are forecasting 100% delivery of their savings. The table below sets out the full details of the savings and delivery forecast. In 2025/26, there were £2.4m of savings within the Directorate that were not achieved or achieved through one off mitigations. These are all on track to be delivered in full in 2026/27.

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Commentary
Reduction in the cost of internal audit contract following re-tender	(32)	(32)	0	Green	Current contract will expire and new contract expected to be in place for October. The delivery of this saving will result in a reduction in the internal audit plan by about 65 days annually. This carries risk and will be carefully monitored by the Corporate Director of Finance and Resources and Head of Internal Audit.
Increase income from the commercial portfolio estate	(50)	(50)	0	Green	
Property project to maximise asset efficiency and develop a disposal pipeline	(585)	(585)	0	Green	

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Commentary
Asset Management - Continuation of current projects to review all rent and lease agreements within the commercial portfolio and a further reduction in operational sites for the delivery of Council services. Savings will be generated through increased rental income and capital receipts from the routine disposal of sites which will reduce the need for borrowing to deliver the capital programme.	(450)	(450)	0	Green	
Digital and Change - ongoing staffing reductions from the restructure that took place in 2024/25.	(75)	(75)	0	Green	
Digital – savings through the rationalisation of platforms, reducing licenses and renegotiating contracts.	(50)	(50)	0	Green	
London Construction Partnership – increase in income from increased activity	(100)	(100)	0	Green	Income projections are on target to deliver MTFS
Total savings to be delivered	(1,342)	(1,342)	0	Green	

Capital Forecasts

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
602	Corporate IT Board	860	201	(659)	659	0	Green	Amber	Amber	This scheme is a critical enabler for Digital Services and the Council's wider digital transformation agenda. The fund provides capital investment to modernise services, deliver key digital programmes (Intranet Project & Network Modernisation (SD-WAN & connectivity)). In addition, it supports income collection, PCI-DSS standards, Resident automation and Incident & case management (Halo) and firewall replacement.
604	Continuous Improvement	662	662	0		0	Green	Amber	Green	This scheme is supporting infrastructure such as servers, firewalls, switches, desktop Windows 11 upgrade and security posture. The Scheme remains aligned to delivery of the Council IT Technical platforms
621	Libraries IT and Buildings upgrade	0	41	41		41				Spend to date is £41,000 but forecast to £52,000 for refurbishment works at Muswell Hill and Wood Green libraries. This will be funded from Scheme 316.
625	CCTV Move and Replacement of end-of-Life Infrastructure	2,199	120	(2,079)	2,079	0	Green	Amber	Green	Key decision based on discovery now expected to be in September 2026. This will form and enable next stage to commence through the capital programme approval process. Enabling the Council to exit from River Park House and Alex House. Work is continuing to architect replacement to the radio solution the Council has for single frontline officers which currently operate out of River Park House.
626	Corporate Data Platform - Netcall	1,000	0	(1,000)		(1,000)				The forecast spend on this scheme is zero and therefore will be part of the annual review of the capital programme and be removed if no commitments relating to the Netcall Project. Any future funding requirements will need to be re-submitted through the capital governance framework.
627	Hybrid AV between now and Civic Centre coming online	450	161	(289)	289	0	Green	Green	Amber	This scheme funds hardware for extended life to align with accommodation strategy and Civic Centre move.

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
628	Locality Hub ICT	783	0	(783)		(783)				This budget will be removed as part of the Annual Review of the Capital Programme.
629	Leisure Insourcing ICT	252	252	0		0	Green	Amber	Green	This scheme replaces dysfunctional Audio and PA solution and Digital Signage following Insourcing of Leisure services.
635	Mobile Replacement (Smart Phones / Devices)	425	494	69	-	69	Amber	Green	Green	Replacement of end of support devices (where possible rationalise devices to achieve potential savings) are provided for essential users. There is a risk that there is a possible pressure and any overspend will be supported by the delivery programme scheme 604/continuous improvement.
636	Replacing Desktop AV / Screens in Offices	300	300	0		0	Green	Amber	Green	The budget is still forecast fully spent aligned to the Civic Centre and accommodation strategy requiring a replacement of desktop screens which are now approaching over five years in terms of operational life.
655	Data Centre Move	93	93	0	-	0	Green	Amber	Green	Projecting to spend in full in year but this remains subject to a key decision on the relocation of CCTVC out of River Park House.
656	BT Big Switch Off	923	914	(9)	9	(0)	Green	Amber	Green	This is the Council complying with the statutory changes taking place across the Country. Legacy infrastructure comes to end of life in 2027 for the Council to maintain and deliver statutory services.
657	Corporate Laptop Refresh	1,716	700	(1,016)	1,016	0	Green	Amber	Green	The Council continues to extend the life of Laptops, where this has been possible in line with Microsoft and security updates and work around the Council workforce strategy, this includes reusing existing IT where possible into the Civic Centre.
659	M365 Additional Functionality	427	208	(219)	219	0	Green	Amber	Green	Phase 1 to migrate the councils on premise data to Cloud has now concluded. Currently working with Microsoft to support the next phase of deployment for implementing the architecture for data security and governance, including implementation of Fabric. Current design work taking place and determination of the next phase.
660	Capital support for Digital Outcomes	1,833	0	(1,833)		(1,833)				The forecast spend on this scheme is zero and therefore will be part of the annual review of the capital programme and be removed if no commitments relating Service Modernisation Programme. Any future funding requirements will need to be re-submitted through the capital governance framework.

Sche me Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Undersp end) / Overspen d (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
4011	Commercial Property Remediation	7,807	86	(7,721)	7,721	0				Spend to date covers eligible project management PM fees. Works at Muswell Hill site is scheduled to start on site later this year at which point the spend will increase in the second part of the year. Spend on other projects is dependent on decision making that will be planned over the next few years. Work will be undertaken as part of the annual review to improve the profiling of spend.
4012	Energy Performance Certificate improvements	500	0	(500)	500	0				This budget line will be merged with 4011 as both support capital investment in commercial property.
342	Public Protection - To replace life expired IT system	407	13	(395)	395	1				Following delays, this project is now progressing with a go-live in Nov 27 and forecast to be on budget overall.
316	Asset Management of Council Buildings	7,537	8,749	1,212	996	2,208	Red	Amber	Amber	Forecasted overspend is due to works carried forward from 2025/26, including: 1) £1.13m for the Hornsey Library 2) RAAC works being delivered by Major Projects 3) £1.63m for the relocation of Civil Enforcement and YAS to Clarendon Rd, including a site refurbishment. 4) £480k for the Asbestos removal at RPH 5) £450k for roof replacement at Muswell Hill Library To date, no adjustment has been agreed for 2026/27, resulting in the budget pressure indicated.
509	CPO - Empty Homes	1,000	2	(998)	998	(0)	Green	Green	Green	There have been no required purchases during the year to date.
Finance & Resources		29,174	12,995	(16,178)	5,267	(1,297)				

Appendix 1e – Corporate Budget Forecasts.

- 1.1. The table below provides the full year forecast across the Corporate budgets followed by more detailed explanations for any under or overspends that are forecast for the year.

Management Area	Revised 2026/27 Budget	Total Full Year Forecast	Base Budget (over/under- spend)	Non Delivery of Savings	Q1 Total Variance
	£'000	£'000	£'000	£'000	£'000
Corporate Budgets	32,856	43,172	6,277	4,027	10,304
Capital Financing Charges (Minimum Revenue Provision and Lease Charges)	21,174	21,174	0	0	0
Corporate Contingencies (Pay, Contracts, General Contingency)	33,649	33,649	0	0	0
Corporate Contingency - Cross Cutting Savings	(10,345)	(30)	6,288	4,027	10,315
Treasury Management Interest Received	(1,850)	(1,850)	0	0	0
Treasury Management Interest Paid	36,221	36,232			
Other Corporate Budgets (BAU)	38,296	38,285	(11)		(11)
Exceptional Finance Support	(84,289)	(84,289)	0	0	0

- 1.2. At Quarter 1, the Corporate budgets are reporting a projected overspend of £10.3m, which almost entirely relates to the forecast non delivery of the cross-cutting savings in the current year and also those not achieved in 2025/26 that still need to be addressed. The Council has received a Statutory Recommendation from KPMG related to this issue. Improving savings delivery, particularly for the cross-cutting changes, is a priority for the Council. This will be managed internally through the officer Finance Recovery Board and newly established cross party Finance Improvement Board and reported to Cabinet, Overview and Scrutiny Committee and Audit Committee in line with the Statutory Recommendation response.
- 1.3. Capital Financing and Minimum Revenue Provision is forecast for the year because it is largely known. MRP is charged a year in arrears so the charge relates to 2025/26. The remainder of the budget funds operational and financial lease payments which are forecast as on budget at this early stage of the year but will remain under review through the year.

- 1.4. The Council's general contingency for 2026/27 for managing risks and uncertainties is £23.5m. In Quarter 1, £800,000 was agreed to be drawn down.
- Funding for the Ombudsman case work officer £27,000
 - Funding for two additional FTC roles in the Feedback and Resolutions Team to tackle a backlog of stage two complaints £94,000
 - Funding for the Revenues Staff Growth Bid £398,000
 - Funding to support additional post in the Digital Revenue and Benefits Apps Team £76,000
 - Drawdown to correct pay budgets for codes missed in 25/26 £200,000
- 1.5. If any balance is remaining at the year end, the Section 151 Officer will make a decision on whether it used to fund any remaining overspend or set aside for future risks and uncertainties. Services must take all the actions necessary to mitigate their forecast overspends and deliver their savings.
- 1.6. The council also has pay and contracts contingency of £10.2m which is forecast to be utilised by the year end.
- 1.7. At this early part of the year, treasury management charges for both interest receivable and interest paid are forecast to be in line with budget but forecasting against these budgets must improve and will be monitored monthly because of the significant variation that has been reported at year end over the last two years. Both budgets are affected by the interest rate level and currently borrowing through PWLB is at between 5.1% and 5.6% depending on the length of term an average interest on investments was 3.76%. The other key factor is the pace of delivery of the capital programme. The level of slippage forecast is currently low but as has been apparent in previous years, this slippage has grown quarter on quarter and work is also underway to improve forecasting to avoid unnecessary borrowing and large fluctuations in the variation to budget at the year end.
- 1.8. It should also be noted that as part of the 2027/28 financial planning process and in light of our financial position, a full review of the capital programme is underway to identify opportunities to reduce the programme and reduce the Council's borrowing requirement both in year where opportunities arise and for future years. The outcome of this review will also impact on forecast borrowing costs in future quarters. An update will be provided in Quarter 2.
- 1.9. Exceptional Financial Support (EFS). The current forecast overspend is £21.7m, which is £11.4m on service budgets and £10.3m on corporate budgets. Work must take place during the remainder of the year to identify mitigations to address the service overspends and deliver all savings. Therefore at this stage, the forecast assumes that the £84.3m assumed use of EFS will be sufficient. This will remain under review and discussions with Government on any change in requirements for 2026/27 or 2027/28 will commence in the Autumn.

2026/27 Savings

- 1.10. Against a full year savings target of £8.7m, the forecast delivery on savings is 54%, the table below sets out the full details of the savings and delivery forecast.
- 1.11. The agreed savings target per programme are set out below. These are currently held corporately pending confirmation of which service budgets will be impacted at which point, service budgets will be reduced accordingly.
- Enabling Services £1.0m Target.
 - Contract and Procurement £3.0m Target.
 - Increased Income £377,000 Target.
 - Reduction in Employer Pension contribution £4.3m Target

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
Enabling Services Review - This proposal will review staff who provide enabling services support to the organisation to develop new delivery models that will reduce duplication across services and ensure efficient support to all frontline services across the organisation and is the increased saving on 2025/26	(1,000)	(490)	(510)	Amber	The programme is forecasting delivery of £540,000 from the Business Admin support review but following further review of the impacted budgets, it is now felt only £140,000 can realistically be achieved in 2026/27 from deletion of 3x FTE vacant posts. Other posts previously identified as vacant are now reported as not having budget against them, although this requires further validation. £100,000 is forecast from Project and Programme Management in 2026/27 and £100,000 in 2027/28 is on track to be delivered in full. The latter has been achieved following completion of a merge and restructure of relevant teams across Corporate Change and Capital Projects within the Finance and Resources Directorate. A further £250k saving from HR has been delivered early and can be taken in full during 2026/27 (previously profiled to future years). The next area to be reviewed will be Procurement and a realistic target developed which will be delivered through the Commissioning Modernisation programme, which does not currently include any workforce-based savings but is looking at the right

					staffing structure for the Commissioning workforce overall, including Procurement.
Procurement and Contract Management	(3,000)	0	(3,000)	Amber	The Commissioning Modernisation Programme was established to modernise how the Council commissions third-party services and to deliver a reduction of 5% of the Council's ~£323m in-scope third-party budget base. The programme is overseen by the Haringey Commissioning Board with delivery through two workstreams - Commissioning & Practice and Service Re-design. The scope of the programme is revenue contracts over £25k due for renewal by 30 April 2027, plus contracts held in scope through short-term extensions running to 31 December 2027. The Commissioning Panel began operating in January 2026. Total projected savings identified through the Commissioning Panel for 2026/27 are £8.81m. Savings forecasted to date are £1,041,988. Cost avoidance identified to date through Panel-related activity is £1,221,750. The Agency Targeted Transfer intervention converts long-standing agency placements into permanent recruitment. To date, 40 roles have been closed and have generated an estimated cost avoidance of £913,694. This has already surpassed the projected cost avoidance baseline of £672,298 for the year. This builds on the Phase recruitment project, which delivered £188k of cost avoidance. Taken together, the programme has delivered £3,177,432 of financial benefit to date in 2026/27.
Increased income generated through additional income opportunities across services over and above that which is assumed within service budgets.	(377)	0	(377)	Amber	This saving is now being delivered through the Income Generation workstream of the Financial Resilience Plan and a delivery plan is currently being scoped out. An update will be provided at Quarter 2.
Reduction in employer pension contribution following the tri-annual valuation	(4,300)	(4,300)	0	Blue	Savings achieved in full
Total savings to be delivered	(8,677)	(4,650)	(4,027)	Amber	

Capital Forecasts

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
697	Exceptional Financial Support	89,205	84,289	(4,916)		(4,916)	Green	Green	Green	The current forecast overspend is £21.7m, Work must take place during the remainder of the year to identify mitigations to address the service overspends and deliver all savings. Therefore at this stage, the forecast assumes that the £84.3m which was agreed by Government in March 2026 will be sufficient.
699	Approved Capital Programme Contingency	10,291	0	(10,291)		(10,291)	Green	Green	Green	There has been no approved use of contingency during Quarter 1
Corporate Items		99,496	84,289	(15,207)	-	(15,207)				

APPENDIX 1f – ENVIRONMENT & RESIDENT EXPERIENCE DIRECTORATE FORECASTS.

ENVIRONMENT & RESIDENT EXPERIENCE

- 1.1. The table below provides the full year forecast across the Environment and Resident Experience followed by more detailed explanations for any under or overspends that are forecast for the year.

Management Area	Revised 2026/27 Budget £'000	Total Full Year Forecast £'000	Base Budget (over/under- spend) £'000	Non Delivery of Savings £'000	Q1 Total Variance £'000
Environment and Resident Experience	16,293	17,676	1,133	250	1,383
Parking & Highways	(17,569)	(19,292)	(1,723)	0	(1,723)
Community Safety, Waste & Enforcement	23,760	23,240	(519)	0	(519)
Management & Support	(1,294)	758	2,052	0	2,052
Corporate & Customer Services	5,298	5,278	(20)	0	(20)
Wellbeing and Climate	4,123	5,464	1,341	0	1,341
Transport and Travel	(804)	(551)	3	250	253
Planning Building Standards & Sustainability	2,779	2,779	(0)	0	(0)

- 1.2. Environment and Resident Experience are forecasting a pressure of £1.4m at Quarter 1.
- 1.3. This position reflects a combination of service-specific budget pressures partially offset by underspends elsewhere within the Directorate and historic cross-council pressures carried over from previous years. Management actions are currently being implemented to mitigate these pressures and reduce the forecast overspend over the course of the financial year.
- 1.4. The forecast overspend is driven by pressures of £2.052m in Environment & Resident Experience(E&RE) Management due to the allocation of undeliverable staff salary savings in 2025/26 and £653,000 of undelivered 2025/26 Digital Transformation savings, which are dependent on the successful delivery of the Service Modernisation Programme. Moreover, Wellbeing and

Climate is reporting a £1.341m pressure largely centring on delays to the implementation of new leisure offers due to the dependency on wider service changes at adjacent Marcus Garvey, the collection of property related lease income, and delayed savings relating to a review of fees and charges. These pressures are partially mitigated by combined underspends of £2.262m in Parking and Highways, Community Safety and Waste services, and Corporate and Customer services.

- 1.5. The Directorate has an overall savings target of £3.275m, including £2m linked to the Council Tax Reduction Scheme. Overall, 92% of the savings are forecast to be delivered and the services are actively working to identify mitigating actions for the shortfall.
- 1.6. Service variances are as follows:

Parking and Highways

- 1.7. Forecasting an underspend of £1.723m. Overachievement of parking income is based on the volume of PCN ticket issuances and recovery rates. The service has developed a parking programme, that sets out pending new traffic management schemes that will widen enforcement to recover PCN Parking income. The forecast also includes estimated PCN future years accrual based on past performance. However, there are risk to the projections, due to the changes to the demographic, economic climate and changing customer payment behaviours.

Community Safety, Waste & Enforcement

- 1.8. Forecasting an underspend of £519,000. This is a combination of underspends; £256,000 in Waste Enforcement relating to increase in recharges and enforcement, £29,000 in Regulatory Services, £100,000 in Environment Management relating to recharges, and £146,000 in ASB Enforcement relating to staffing vacancy factor. Work is underway to formalise funding arrangements for services delivered on behalf of Housing service, which will provide greater clarity and sustainability relating to income projections.

Management & Support

- 1.9. Forecasting an overspend of £2.052m. As stated above in this report, this is largely attributable to the application of a council-wide 5% staff saving target, which is not fully deliverable within ERE due to the structure of staffing costs. A substantial proportion of staff are funded through external grants, capital programmes, or income-generating activities, limiting the ability to realise these savings.

- 1.10. The position is further impacted by the £653,000 Digital Transformation saving which remains undelivered and will need to be delivered through the Service Modernisation Programme.

Wellbeing and Climate

- 1.11. Forecasting an overspend of £1.341m. This is mainly due to the £1.132m overspend in Leisure services and £209,000 overspend in Parks and Events. The Leisure overspend reflects a combination of salary harmonisation costs and income shortfalls against targets, plus in Parks the underperforming of Events income against the income targets.
- 1.12. Additionally, there is foregone income linked to the delays in lease agreements in commercial property income where a backlog in lease agreements being reviewed is constraining income collection and impacting adversely on the Directorate's bad debt provision.

Corporate & Customer Services

- 1.13. Forecasting an underspend of £20,000. This is a net underspend based on underspends in Debt Management service due to staff vacancies. Revenues service was awarded £107,000 permanent growth for increased capacity to improve income collection. Funding for subsequent years will be considered as part of the budget setting process in 2027/28.
- 1.14. Customer service was awarded one-off additional budget of £380,000 to increase capacity to remove the backlog and to implement the restructure over the coming months.

Transport and Travel

- 1.15. Forecasting an overspend of £253,000. The overspend relates to unachieved savings target relating to New Roads and Street Works Act enforcement activity. Management actions are being taken to mitigate these pressures and remove the projected overspend during this financial year.

Planning and Building Standards

- 1.16. Forecasting to spend to budget. The assumption is that income targets for Planning, Land Charges and Building Standards will be achieved. These targets will be closely monitored against actual income received during the year.

ENVIRONMENT & RESIDENT EXPERIENCE, HOUSING BENEFIT (HB)

1.17. The table below shows the full Housing Benefit forecast which is on budget at Quarter 1.

Management Area	Revised 2026/27 Budget	Total Full Year Forecast	Base Budget (over/under- spend)	Non Delivery of Savings	Q3 Total Variance
	£'000	£'000	£'000	£'000	£'000
ENVIRONMENT & RESIDENT EXPERIENCE, HB	1,336	1,336	0	0	0
Rent Rebate (Non HRA)	(496)	(496)	0	0	0
Rent Allowances	1,627	1,627	0	0	0
HRA Rent Rebates	205	205	0	0	0

1.18. The Housing Benefit budget is forecasting to spend to budget.

1.19. £398,000 additional budget was provided to increase capacity and to remove the current backlog, which is reducing the value of overpayments (debt) and minimise the Local Authority Error rate and subsidy loss. The service is in the process of recruiting to these additional posts.

2026/27 Savings

1.20. Against a full year savings target of £1.3m, the directorate are forecasting 80% delivery of their savings. The table below sets out the full details of the savings and delivery forecast.

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
Additional income from HGV Locations/Box Junctions	(90)	(90)	0	Green	No new schemes in the Highways programme currently - review existing box junctions and bus lanes underway with a view to install new cameras for enforcement.
Increased income from New Roads & Street Works Act (NRSWA) enforcement activity	(250)	0	(250)	Green	
New Traffic Schemes	(300)	(300)	0	Green	Subject to Cabinet discussion and statutory consultation. The service is exploring a number of mitigating options
Savings from Taranto re-tender (including RingGo)	(50)	(50)	0	Green	Initial contract negotiations to commence subject to discussions with legal.
Commercial Waste - Customer base increase.	(82)	(82)	0	Blue	
Private sector Housing Compliance	(13)	(13)	0	Green	
Waste Minimisation - savings to the NLWA levy contribution rate and operational savings post the current contract (excluding any impact from the new waste facility)		0	0	Green	
Convert Markfield sports area to 3G AWP and establish a further AWP at another site	(25)	(25)	0	Green	Project progressing in year to ensure new income targets this year and next year can be delivered.
Crematorium Lease and Parks Property increases	(19)	(19)	0	Green	Contractual increase in income.
Additional income from events in parks	(50)	(50)	0	Amber	Pipeline of events in place for the summer but shortfall in income against this target, as in previous years.
Introduction of dog walking licences for 4 or more dogs	(1)	(1)	0	Green	Dependent on new Arcus digital system. Can be delivered with overachievement on other income (tennis courts)
New River Sports Centre - cost reductions	(34)	(34)	0	Amber	Part of the commercialisation plan for leisure -work underway to review outstanding lease negotiations and

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
					prioritise alongside wider work on property leave and rent reviews
Events Income Increases	(25)	(25)	0	Amber	Pipeline of events in place for the summer but shortfall in income against this target, as in previous years.
Purchase large mowing equipment and utility vehicles which have traditionally been hired on a seasonal basis.	(20)	(20)	0	Amber	Due to delays in the procurement this saving is a pressure this year but is being mitigated via other controllable expenditure. The saving will be fully achieved in 27/28.
Reintroduce Tennis Court Charging	(5)	(5)	0	Green	This item overachieved in the last financial year and is forecast to do so again in 26/27
CCTV income generation - Charge for insurance claims using CCTV footage	(48)	(48)	0	Green	
Leisure centre savings and increased income through delivery of commercialisation plan following insourcing		0	0	Green	Leisure commercialisation plan in place to meet income targets for this and future years.
Reduction in Housing Benefit costs for supported accommodation	(200)	(200)	0	Green	£1.5m savings delivered to date. Work continues with Housing providers to migrate the management arrangements to Registered Providers. A number of schemes are in progress which will deliver required savings
Cost reductions from increase in Council Tax e-billing take up	(63)	(63)	0	Amber	Savings not delivered as yet, work to encourage take up being progressed. Postage cost pressures are contributing to challenge
Total savings to be delivered	(1,275)	(1,025)	(250)	Amber	

ERE Council Tax Reduction Scheme Savings

Title/Description of Savings	2026/27 FY Savings Target £'000s	2026/27 Projected Full Year Savings Delivery UP TO TARGET £'000s	2026/27 Shortfall against target	RAG Service Saving Status (Delivery of 2026/27 Saving)	Comment on Delivery RAG Status
Reduced costs of the Council Tax Reduction Scheme for application of the current policy	(2,000)	(2,000)	0	Green	Savings on track to be delivered in full
Total savings to be delivered	(2,000)	(2,000)	0	Green	

Capital Forecasts

Sch em e Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippag e (Please update, if require d)	Budget Variance (Underspend) / Overspe nd (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
301	Street Lighting	1,000	1,000	0		0	Green	Green	Green	On track to fully spend
302	Borough Roads	6,000	6,000	0		0	Green	Green	Green	On track to fully spend
303	Structures (Highways)	1,027	1,027	0		0	Green	Green	Green	On track to fully spend
304	Flood Water Management	807	807	0		0	Green	Green	Green	On track to fully spend
305	Borough Parking Plan	395	395	0		0	Green	Green	Green	On track to fully spend
307	CCTV	0	0	0		0				This scheme has ceased & the £13,000 spend will be journaled back to the relevant revenue cost code
309	Local Implementation Plan(LIP)	1,200	1,200	0		0	Green	Green	Green	On track to fully spend
310	Developer S106 / S278	509	509	0		0	Amber	Green	Green	Schemes are fully funded by S278/106 agreements. Forecast spend for 26/27 is £509,000,
311	Parks Asset Management:	820	820	(0)		(0)	Green	Amber	Green	Various project deliverables on track although may be some potential delays due to necessary permissions.

Sch em e Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippag e (Please update, if require d)	Budget Variance (Unders pend) / Overspe nd (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
313	Active Life in Parks:	2,065	2,064	(1)		(1)	Green	Amber	Green	Projects on track with key on start dates for many elements in place. Consultation on new schemes commencing after school summer holidays.
314	Parkland Walk Bridges	697	697	(0)		(0)	Amber	Amber	Amber	Project has three deliverables this year, preparation of designs and contracts for the Stapleton Hall bridge, works to reduce stone throwing on St James Lane Viaduct and resurfacing of some priority areas of the walk.
322	Finsbury Park	500	0	(500)		(500)	Red	Red	Red	Due to the reduction in the number of events in Finsbury Park this year there is reduced income and therefore very limited opportunities for capital investment.
325	Parks Vehicles	674	0	(674)		(674)	Green	Green	Green	Vehicle procurement underway
328	Street & Greenspace Greening Programme	191	16	(175)		(175)	Green	Green	Green	Projects underway to fully spend budget . Tree planting takes place Autumn / Winter
332	Disabled Bay/Blue Badge	80	80	0		0	Green	Green	Green	On track to fully spend
333	Waste Management	419	312	(107)	107	0				2 of the 3 food waste vehicles (214k) are due to be delivered around March 2027. The 3rd vehicle (107k slippage) will be delivered 27/28. Meanwhile, capital expenditure on waste containment (50k + 48k) is currently as profiled.
i335	Streetspace Plan	2,435	2,435	0		0	Green	Green	Green	Progress and delivery are subject to approval following engagement and statutory consultation on individual schemes over the programme; any underspend will need to be carried forward as this is fully funded through Strategic CIL
336	New River Sports & Fitness	1,384	1,384	0		0	Green	Amber	Green	Underspend from 2025/26 due to project slippage as limited resources and availability to meet original timeline. Project now in full progress with feasibility study underway. Match funding confirmed from Governing bodies therefore committed to proceed with the project to improve the racket offer and athletics provisions to fulfil partner commitments and MTFS targets. Full budget allocation required.

Sch e Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend)/ Overspend (£'000)	Capital Slippag e (Please update, if require d)	Budget Variance (Unders pend) / Overspe nd (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
338	Road Danger Reduction	910	910	0		0	Green	Green	Green	On track to fully spend
341	Leisure Services	2,934	2,934	0		0	Green	Amber	Green	Underspend from 2025/26 due to project slippage, caused by other projects and limited resources. Gym project 85% complete with contractual commitments in place. Business Case planned for Sept Strategic Capital Board to finalise 2026/27 delivery, due to commence in Nov 2027 to further improvements to ensure centres meet targets. Full budget allocation required to cover projected costs.
343	Tottenham Parks	1,327	1,327	0		0	Green	Amber	Green	Works commence on site at 4 project sites (Bruce Castle Park, Downhills Park, Lordship Rec and Markfield Park) in September, with a view to completion by October/November. White Hart Lane remains yet to be retendered so spend will be later in the year or slip into the following year. Retentions for each project need to be carried forward into 2027/28.
345	Replacement Parks and Housing Machinery	250	0	(250)		(250)	Red	Green	Green	Procurement in progress and will be completed prior to Christmas
346	Waste Vehicles and Bins	23,660	8,605	(15,055)	9,582	(5,473)				
347	The Moselle Brook	1,100	1,100	0		0	Amber	Green	Green	Bid submitted to DfT for funding; the outcome of this will determine what proportion of council funding is required.
119	School Streets	320	320	0		0	Green	Green	Green	On track to fully spend
452	Low Carbon Zones	113	0	(113)		(113)				Scheme to be developed during 2026/27.
401 4	Walking and Cycling Action Plan (WCAP) LTN delivery	982	982	0		0	Green	Green	Green	This is funded through Strategic CIL. Progress and delivery dependant on approvals and engagement and statutory consultation outcomes on individual schemes over the programme; any underspend can be carried forward to 27/28

Sch em e Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippag e (Please update, if require d)	Budget Variance (Unders pend) / Overspe nd (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
401 5	Walking and Cycling Action Plan (WCAP) Strategic cycle route delivery	977	977	0		0	Green	Green	Green	This is funded through Strategic CIL. Progress and delivery dependant on approvals and engagement and statutory consultation outcomes on individual schemes over the programme; any underspend can be carried forward to 27/28
401 6	Walking and Cycling Action Plan (WCAP) Cycle Parking (Hangers) delivery	236	236	0		0	Green	Green	Green	On track to fully spend
Environment & Resident Experience		53,012	36,137	(16,875)	9,689.00	(7,186)				

Appendix 1g – HOUSING REVENUE ACCOUNT (HRA)

HRA BUDGET 2026/27 - Q1	2026/27 Revised Budget	Q1 2026/27 YTD Budget	Q1 2026/27 YTD Actual	Q1 2026/27 YTD Var.	Q1 2026/27 Full Year Forecast	Q1 2026/27 Full Year Forecast Variance
	£000's	£000's	£000's	£000's	£000's	£000's
Housing Revenue Account (HRA) - Income	(159,071)	(42,604)	(34,415)	8,189	(148,857)	10,213
Housing Revenue Account (HRA) - Expenditure	159,071	22,594	21,354	(1,240)	152,335	(6,735)
HRA - (Budgeted Surplus)	-	(20,010)	(13,061)	6,948	3,478	3,478

- 1.1. The table above shows the provisional HRA outturn position followed by more detailed explanations for any under or overspends in the year.
- 1.2. The HRA are projecting a £3.5m overspend in Quarter 1 of 2026/27.

HOUSING REVENUE ACCOUNT (HRA) - Variance £3.478m

- 1.3. At Quarter 1 the HRA is forecasting a net under recovery of income mainly due to a forecast higher than budgeted level of void properties throughout the year. The income profile was adjusted for a 2% void rate for 2026/27 and represents a challenging target given levels of voids through decant programmes, increased stock turnover and the acquisition programme bringing in additional units. The total net under recovery forecast for this year is £10.213m.
- 1.4. There is an improvement plan to increase void turnaround and process management. Additional senior management oversight to work across housing and additional contractor capacity to substantially increase the number of voids brought back into use each month will have an impact from September. Improved efficiency will reduce void periods and therefore income loss. However, it is likely that voids targets will need to be reviewed mid-year as better data becomes available.
- 1.5. Repairs and Compliance are currently forecasting an adverse position of £37,514,370, against a budget of £37,466,080 resulting in a potential overspend of £48,290.
- 1.6. This projected adverse outturn is due to continued historic/backlog repair pressures, contractor liabilities, and historic accrual adjustments, increasing asbestos and survey activity and current delays in repairs capitalisation.
- 1.7. The position also reflects several vacant posts which are helping to minimise overspend. Ongoing budget review and management scrutiny including, improved monthly capitalisation processes, and the programmed reduction of the repairs and voids backlogs using existing supply chains, aim to ensure all operations are contained within the allocated budget.
- 1.8. The Housing Management service is currently forecasting an underspend of £544,745 to year end against a budget of £19,642,230. This is largely arising due to Tenancy Services and Support & Wellbeing Services reorganisations and recruitment delays. It is anticipated that further recruitment over the coming months will ensure gaps in services for residents are resolved and the underspend will decrease.

- 1.9. The forecast for borrowing costs includes an assumed level of grants from the GLA for the Housing Delivery Schemes and the acquisitions known at the time the budget was set in March 2026. However this will remain under review and with ongoing discussions with the GLA as schemes and acquisitions progress during the year.

Housing Revenue Account
HRA) Budget Q1 2026/27

HRA BUDGET 2026/27 - Q1	2026/27 Revised Budget	Q1 2026/27 YTD Budget	Q1 2026/27 YTD Actual	Q1 2026/27 YTD Var.	Q1 2026/27 Full Year Forecast	Q1 2026/27 Full Year Forecast Variance
	£000's	£000's	£000's	£000's	£000's	£000's
Service Charge Income - Hostels	(359)	(81)	(66)	15	(312)	47
Rent - Hostels	(1,642)	(369)	(289)	80	(1,404)	238
Rent - Dwellings	(118,853)	(26,701)	(24,746)	1,955	(111,968)	6,885
Rent - Garages	(723)	(163)	(144)	18	(650)	74
Rent - Commercial	(1,263)	(632)	(247)	385	(861)	403
CBS - Lease Rental Income	(6,882)	-	5,419	5,419	(5,940)	942
Income - Heating	(1,333)	(299)	(195)	104	(943)	390
Income - Light and Power	(1,526)	(343)	(331)	12	(1,476)	50
Service Charge Income - Leasehold	(11,048)	(10,548)	(10,549)	(1)	(10,549)	499
Service Charge Supported Housing	(1,911)	(429)	(402)	28	(1,787)	124
Service Charge Income - Concierge	(2,351)	(528)	(501)	27	(2,230)	122
Grounds Maintenance	(2,488)	(559)	(536)	23	(2,397)	91
Caretaking	(4,564)	(1,025)	(963)	62	(4,392)	171
Street Sweeping	(4,126)	(927)	(865)	62	(3,949)	177
HRA Income	(159,071)	(42,604)	(34,415)	8,189	(148,857)	10,213
Housing Management						
Hornsey	82	20	-20	-41	82	0
TA Hostels	283	71	-46	-117	294	12
Rent Accounts	0	0	0	0	0	0
Under Occupation	191	48	15	-32	191	0
Repairs Cent Recharge	2	1	2	1	2	0
Responsive Repair - Hos	434	108	22	-86	747	313
Water Rates Payable	35	9	-103	-111	35	0
Other Rent Collection	0	0	0	0	0	0

Energy Billing & Collection	155	39	55	17	200	45
Housing Management						
Recharge Energy	256	64	30	-34	256	0
Special Services Cleaning	2,465	397	283	-113	2,465	0
Special Service Ground						
Management	5,316	886	761	-125	4,535	-781
HRA Pest Control	2,133	0	17	17	2,133	0
Estate Controlled Parking	345	86	88	1	300	-45
Managed Services	163	41	6	-35	237	74
Support People Payment	0	0	-45	-45	0	0
Bad Debt Dwellings	1,404	0	0	0	1,404	0
Bad Debt Prov – Leases	275	0	0	0	275	0
Bad Debt Prov – Hostels	0	0	0	0	0	0
HRA- Council Tax	1,900	475	81	-394	1,900	0
Supported Housing						
Central	702	117	82	-35	680	-22
Housing Delivery Team	540	135	785	650	1,090	550
Anti Social Behav Service	741	0	34	34	741	0
Interest Receivable	-584	0	0	0	-584	0
Corporate democratic						
Core	0	0	0	0	0	0
Leasehold Payments	216	216	201	-16	216	0
Landlords Ins - TEN	408	408	510	102	510	102
Landlords - NNDR	130	0	0	0	130	0
Landlords Ins - LSHD	4,183	4,183	3,476	-707	3,476	-707
Capital Financing Costs	31,919	0	0	0	27,630	-4,289
Depreciation - Dwellings	24,823	0	0	0	26,167	1,344
Community Benefit So	0	0	-114	-114	0	0
GF to HRA Recharges	2,926	0	0	0	2,926	0
Estate Renewal	1,168	0	0	0	1,168	0
Operational Dir Housing						
Service & Buil	14,106	478	562	83	13,895	-212
Housing Management						
Services	19,642	4,789	4,695	-93	19,097	-545
Housing Repairs &						
Compliance	37,466	9,367	9,687	320	37,514	48
Housing Asset						
Management	127	32	21	-11	119	-8
Housing Improvement						
Plan (HIP)	1,156	289	268	-20	1,156	0
HRA budget for annual						
officer pay award	1,347	337	0	-337	1,347	0
Revenue Contribution to						
Capital Outlay - (RCCO)	2,615	0	0	0	0	-2,615
HRA Expenditure	159,071	22,594	21,354	(1,240)	152,335	(6,735)
HRA - Income &						
Expenditure	-	(20,010)	(13,061)	6,948	3,478	3,478

2026/27 HRA Capital Position

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
202	Aids & Adaptations HRA	1,115	1,115	(0)		(0)	Green	Green	Green	Procurement issues affecting delivery have now been resolved, and improvements to the procurement process have significantly reduced processing times and strengthened contractor appointments. We are in the final stages of appointing new contractors and are already seeing the benefits of these changes. Consequently, we are fully confident that programme delivery will accelerate as planned and that the full budget allocation will be realised this financial year.
550	New Homes Acquisitions	44,516	26,948	(17,569)		(17,569)	Green	Green	Green	The pace of spend has been slowed as a consequence of the pre election period and the subsequent delay in new Cabinet approvals, this will gather pace across the remainder of the financial year
551	TA Acquisitions	105,826	78,960	(26,867)		(26,867)	Green	Amber	Green	With slippage on 2 block acquisitions into the 26/7 FY, we are expecting to complete on 82 homes to the end of Q2. Due to an aborted block acquisition that was to deliver 32 homes, team capacity and delays to the procurement of valuation and void works services, we expect to deliver a further 100- 120 homes this financial year and the budget has been adjusted accordingly. This does leave scope for any block acquisitions that come forward mid way through the year.
552	Carbon Reduction Works (Affordable Energy)	9,699	8,051	(1,648)		(1,648)	Green	Amber	Green	Currently forecasting an underspend. Wave 3 projects are to be delivered through Partnering contracts which are still being mobilised. Delays on Coldfall scheme due to additional repair requirements identified after opening up.
553	Fire Safety Works	8,183	10,627	2,444		2,444	Red	Green	Green	Currently projecting a £2.444m overspend on the Capital Fire Safety budget. This is due to a revised projection of plus £1m in capacity to deliver fire door and fire safety works required. There is also an additional requirement to undertake structural surveys to large panel blocks on the Broadwater Farm Estate following feedback from the Building Safety Regulator which is expected to cost £300k. A further £1.1m of additional spend is due to the need to upgrade fire alarms to support revised evacuation strategies following new risk assessments, and the additional asbestos work to support all of the above. It is anticipated that this projected overspend can be accommodated by underspends in the Major Works Capital programme.

Scheme Ref. No.	Scheme Name	2026/27 Full year Revised Budget @ Qtr. One (£'000)	2026/27 Qtr. One Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage (Please update, if required)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Scheme Progress Comments
554	Broadwater Farm Works	6,333	6,333	(0)		(0)	Green	Amber	Green	Broadwater Farm major works is due to spend to budget this year. Time is amber as there is slippage in the demolition programme. The slippage in expenditure is covered by increased expenditure on the refurbishment programme were the scope has increased following further onsite surveys
555	High Road West HRA	7,064	702	(6,362)		(6,362)	Red	Red	Red	Budget line captures resourcing costs to rehouse residents on Love Lane Estate to support the delivery of High Road West HRA capital schemes. Capital scheme under review as part of wider review of scheme including direct delivery of HRW Phase 1A.
556	Northumberland Park -HRA	0	0	0		0	Red	Red	Red	
557	Broadwater Farm New Build	24,619	24,619	0		0	Green	Green	Green	There is no forecast variance being reported at this stage. Phase 1 has been completed and occupied, Phase 2 is currently on site with projected completion in Q1 2029, and Phase 3 is progressing through detailed design ahead of tender
590	Major Works (Haringey Standard)	69,015	58,643	(10,372)		(10,372)	Green	Amber	Green	Currently forecasting an underspend against budget. The four partnering contracts are currently being mobilised with delivery now due to commence later this month. Works to HRBs subject to extended lead in times due to BSR Gateway timescales.
599	New Homes Build Programme	100,574	94,737	(5,837)		(5,837)	Green	Green	Green	forecasting underspend - This was caused by a delay to the acquisition at Caxton Mayes which will now complete in July 2026
TOTAL HRA CAPITAL PROGRAMME		376,945	310,734	(66,211)	-	(66,211)				

Write off Summary Report - Quarter 1

The Council makes every effort to collect all income due. However, in some circumstances it is appropriate to write off a debt when all forms of recovery action have been exhausted.

This quarterly report is for information purposes only, which details the debts that were approved for write off for the period 1st April 2026 to 30th June 2026 (**Q1**). These relate to delinquent accounts where all forms of recovery action had been fully exhausted. Debt write off categories are shown in the second table below, and include bankruptcy/insolvency and statute barred.

Council Debt is written off in line with the instructions set out within the Financial Regulations, following Legal advice, Court instruction or in accordance with the Limitations Act 1980. These sums have all been approved by the Corporate Director of Finance and Resources under delegated authority and, where the value is £50,000 or above, the Cabinet Member for Finance and Corporate Services.

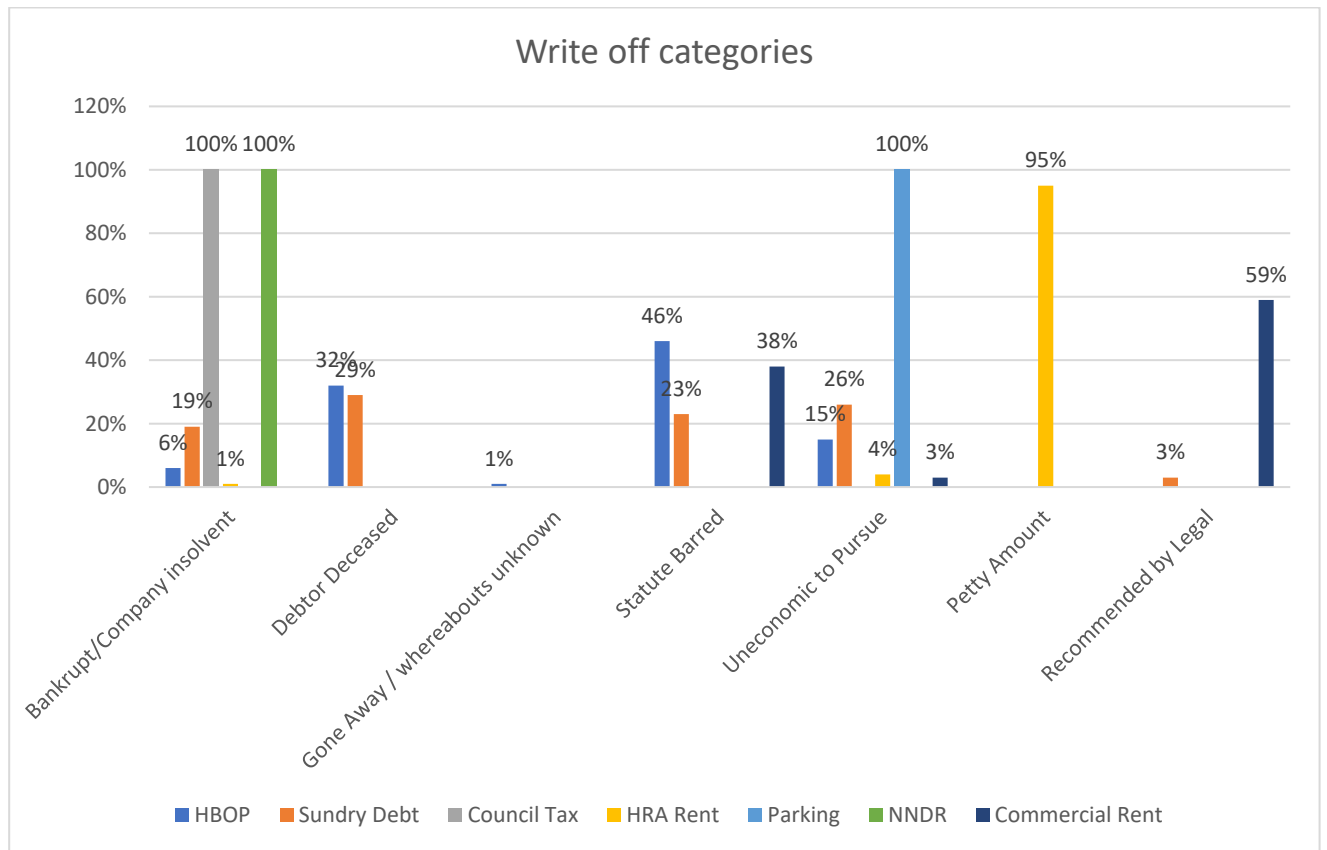
There is one write off for the quarter over £50,000 case for £101,465 for Adult Social Care (see appendix 6B) and in line with the Finance Regulations has been agreed by the Cabinet Member for Finance and Corporate Services.

All write offs have been adequately provided for in the Council's Bad Debt Provisions and therefore do not increase the forecast overspend.

The table below summarises the Q1 write off by service type, value and volume.

Quarter 1 Write Off, Financial Period 1st April 2026 - 30th June 2026									
Service	Council Tax	NNDR (Business Rates)	HBOP (Housing Benefit Overpayments)	HRA Rent	Leaseholder	Commercial Rent	Sundry Debt including Adult Social Care	Parking	Total
Under £50k	£149,766.63	£120,761.25	£115,205.24	£112,054.96	£0.00	£493,090.67	£51,037.42	£956,925.00	£1,998,841.17
Volume	13	10	79	182	0	29	30	4725	5068
Over £50k	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£101,465.00	£0.00	£101,465.00
Volume	0	0	0	0	0	0	1	0	1
Total Value	£149,766.63	£120,761.25	£115,205.24	£112,054.96	£0.00	£493,090.67	£152,502.42	£956,925.00	£2,100,306.17
Total Volume	13	10	79	182	0	29	31	4725	5069

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



Debt Write off exceeding £50,000

All large businesses or organisations expect a certain level of income to become irrecoverable and therefore plan for some level of write-off. Occasionally, for a variety of reasons, debts do arise which become irrecoverable. Under Haringey's constitution, debts of £50,000 or more require the approval of the Cabinet member for Finance and Corporate Services.

The debt over £50,000, described below, has been approved for write off in this quarter. The Council's bad debt provisions are sufficient to cover the full value of this write-off and therefore does not impact on the forecast overspend position.

£101,465.00:

An Adult Social Care case where the family has insufficient means to repay the funds, legal action could jeopardise essential care arrangements, and Counsel has advised that any claim is likely statute-barred. Therefore, the decision was to formally close the debt recovery route based on Counsel's advice that any claim is statute-barred and recovery action would not be in the client's best interests.

Virements for Cabinet Approval
Transfers from Reserves &
Contingencies (2025/26) -
for noting

Period	Directorate	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
12	Non Service Contingencies	Housing	Revenue	400,000		Budget reallocation	Transfer to contingency of Temporary Accommodation 2025-26 salary savings
12	Culture, Museum & Archives	Culture	Revenue	271,559		Budget reallocation	Drawdown from contingency to fund London Borough of Culture outturn expenditure 2025-26

Transfers from Reserves &
Contingencies (2026/27) -
for noting

Period	Directorate	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
2	Council wide	Various	Revenue	4,300,000	4,300,000	Budget reallocation	Transfer to contingency of employer pension contribution savings
3	Culture, Strategy & Communities	Human Resources	Revenue	250,000	250,000	Budget reallocation	Transfer to contingency of HR Enabling Services saving
3	Various	Various	Revenue	685,210	685,210	Budget reallocation	Drawdown from Contingency to cover Senior Leadership Pay Award

Virements for Approval (2026/27)

Period	Directorate	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
2	Children Services	Children and Families	Revenue	592,090	592,090	Budget realignment	Reallocation of the Social Workers in Schools (SWIS) Grant to offset salary costs
2	Environment & Resident Experience	Community Safety, Waste & Enforcement	Revenue	503,600	503,600	Budget realignment	Reallocation of identified 5% Savings from the central management code to service budgets to better reflect expenditure
2	Environment & Resident Experience	Benefits	Revenue	2,422,500	2,422,500	Budget realignment	Reallocation of the DWP Discretionary Housing Payment Grant following the discontinuation of funding
2	Environment and Resident Experience	Parking and Highways	Revenue	752,983		Budget allocation	Allocation of 2026-27 Mayor's Office for Policing and Crime (MOPAC) Grant
2	Environment and Resident Experience	Planning and Building Standards	Revenue	679,103	679,103	Budget realignment	Realignment of the Planning and Building Services budget to better reflect expenditure
3	Adults, Health & Communities	Adult Social Care	Revenue	10,422,900	10,422,900	Budget realignment	Realignment of the Adult Social Care and Better Care Fund budget to better reflect expenditure

3	Adults, Health & Communities	Adult Social Care / Housing Demand	Revenue	4,196,301	4,196,301	Budget realignment	Budget transfer from ASC to Housing Demand with regard to the Business Support staff
3	Children Services	Children and Families	Revenue	570,000	570,000	Budget realignment	Realignment of Childrens Director's budget to better reflect expenditure
3	Adults, Health & Communities	Adult Social Care	Revenue	250,000	250,000	Budget realignment	Realignment of Adult Social Care budget following the closure of unused service areas
3	Environment and Resident Experience	Parking and Highways	Revenue	1,422,359	1,422,359	Budget realignment	Realignment of Parking and Highways budget for 2026 -27 to better reflect income and expenditure
3	Housing Revenue Account	Haringey Repairs Service	Revenue	1,160,730	1,160,730	Budget realignment	Realignment of budgets from Voids to Corporate voids to better reflect expenditure
3	Housing Revenue Account	Operational Director of Housing Services	Revenue	1,265,880	1,265,880	Budget realignment	Realignment of the salary budget to reflect the 2026-27 restructure
3	Schools and Learning	Other Schools Support Services	Revenue	605,194	605,194	Budget realignment	Realignment of budgets in Schools to match expenditure
3	Children Services	Prevention & Early Intervention	Revenue	718,500	718,500	Budget realignment	Realignment of 5% salary savings budget to relevant cost centres
3	Housing Revenue Account	Housing	Revenue	319,390	319,390	Budget realignment	Realignment of Estate Services and Neighbourhood budgets to better reflect expenditure
3	Dedicated Schools Grant	School Block	Revenue	2,708,219	2,708,219	Budget allocation	Allocation of the Central School Services Block DSG 2026-27 budget
3	DSG Management	High Needs Block	Revenue	67,657,337	67,657,337	Budget allocation	Allocation of the SEND DSG Block 2026-27 budget
3	Dedicated Schools Grant	Early Years	Revenue	46,182,621	46,182,621	Budget allocation	Allocation of the Early Years Block grant for 2026-27
3	Dedicated Schools Grant	High Needs Block	Revenue	154,165,141	154,165,141	Budget allocation	Allocation of the School's Block Grant for 2026-27

Total 2024/25

302,501,617

301,077,075

Report for:	Cabinet – 15 September 2026
Item number:	12
Title:	Approval to procure Enhanced Environmental Enforcement contract
Report authorised by:	Barry Francis, Corporate Director of Environment and Resident Experience
Lead Officer:	Beth Waltzer, Head of Recycling, Waste and Enforcement
Ward(s) affected:	All
Report for Key / Non Key Decision:	Key

1. Describe the issue under consideration

- 1.a This report seeks approval to undertake a procurement exercise for the provision of environmental enforcement services across the borough.

2. Cabinet Member Introduction

- 2.a Clean streets, parks, housing estates and open spaces make people feel their local areas are valued and cared for, and that they are too.
- 2.b For too long, this has not been the case in Haringey. Littering and fly-tipping are among the biggest concerns for our residents and businesses. That is no surprise when we received around 46 reports of fly-tipping every day in 2024/25.
- 2.c Residents are rightly angry: dumped waste blights the borough, stops people enjoying where they live, and makes streets feel less safe.
- 2.d This is a waste crisis, and tackling it is a top priority of the Corporate Delivery Plan. Our forthcoming campaign, Love Haringey, is designed to build pride through education and action, an opportunity for the council, residents and businesses to work together to improve the cleanliness of our streets and parks.
- 2.e As an administration, our approach rests on community-led action that educates and encourages people to build pride in and care for our shared environment.
- 2.f At the same time, we recognise that a level of enforcement is needed to improve the cleanliness of our borough, and this is why I recommend that Cabinet approves the procurement of a new waste enforcement contract. We know there is broad support for this across the borough. In 2023, 96% of residents backed fines for fly-tipping, and 94% supported penalties for dog fouling and littering.
- 2.g However, we also know that without a strong ethical framework, enforcement can be unnecessarily punitive. We will therefore strive for a contract that focuses on serious and wilful offences rather than minor transgressions and honest mistakes. Our priority will be the real culprits of environmental crimes: the people who knowingly dump and

make their mess someone else's problem, leaving the council and residents to foot the bill.

- 2.h Furthermore, we recognise that contracts paid through the fines they issue can create the wrong incentives. Procurement will be designed to guard against this, in line with both statutory guidance and our own principles: enforcement must never be a means of raising revenue.
- 2.i Fairness also means making sure people know the rules. Many people don't know that gifting unwanted items outside their homes, feeding pigeons, or putting cigarette butts in bin bags on the street can all be considered offences. We will provide more public information, such as signs, so people know the rules and the penalties, and fewer honest mistakes end in a fine. At a minimum any new contract will keep the representation process, allowing fines to be challenged. And we will work to make this process as clear and easy to follow as possible.
- 2.j We all have a duty to take care of where we live, and we all have a right to a clean borough we can take pride in. This contract is one small piece of that puzzle.

3. Recommendations

- 3.a It is recommended that Cabinet:
 - 3.a.1 approves the commencement of a procurement exercise for an enhanced environmental enforcement contract for offences listed in Appendix 1, in accordance with CSO 2.01.b),
 - 3.a.2 requests the approval of Council to tender for enforcement of those offences listed in Appendix 1 as requiring Council approval.
 - 3.a.3 notes that the outcome of the procurement will be cost-neutral to the council, and the council will be retaining a proportion of the value of collected FPNs.

4. Reasons for decision

- 4.a The contract to deliver environmental enforcement with Kingdom Services Group Limited, as extended in February 2026, will expire in 2027. If the council wish to continue undertaking environmental enforcement across the borough, a new contract will need to be implemented.
- 4.b Whilst this contract is cost-neutral to the council, it is anticipated that the value of the contract will exceed £500,000. In accordance with the Contract Standing Orders 2.01.b), Cabinet must approve the commencement of a procurement exercise for contracts valued at £500,000 or more.
- 4.c Under the outcome of 'A cleaner, low waste Haringey' of the 'Responding to the climate emergency' theme of the Corporate Delivery Plan 2024 – 2026 the Council had previously set an activity for delivering “enhanced environmental enforcement, including targeted deployment (Monday – Sunday) of proactive litter & waste enforcement patrols in Town Centres and hot spot locations across the borough”.

- 4.d The new Corporate Delivery Plan currently being developed by the new administration also has a commitment to tackling fly tipping in the Borough which is one of the top 10 priorities for the council.
- 4.e Engagement with residents in 2026, with responses from approximately 9,000 residents, businesses and community groups revealed that 96% strongly agreed or agreed with fining those responsible for fly-tipping and 95% strongly agreed or agreed with fining people for dog fouling or littering.
- 4.f Whilst the council has an internal waste enforcement team, this team is limited in capacity and focuses on more preventative measures, complex cases and undertaking work to prosecute offenders. Having capacity of an outsourced service allows our officers to focus on this work, whilst giving flexibility to respond to hot spot areas across the borough with additional staff provided through the contract.
- 4.g There is an MTFS income target associated with environmental enforcement of £50,000 for 2027/28, without this contract this target cannot be achieved.

5. Alternative options considered

- 5.a The council could do nothing, allowing the contract with Kingdom to expire without a replacement. This would mean the council does not have sufficient resources to take enforcement action against those who purposefully commit offences such as littering and dumping waste.
 - 5.a.1 Without education and a deterrent, there could be an increase in littering and dumping waste across the borough, having an impact on street cleansing services, creating financial costs in terms of both collection and disposal.
 - 5.a.2 Therefore, this option is not recommended.
- 5.b The council could insource the service, undertaking all environmental enforcement action itself. This would mean the council would need either need to commit to additional resources to deliver the services, or continue with the current team, meaning the council does not have sufficient resource to take enforcement action against those who purposefully commit offence such as littering and dumping waste.
 - 5.b.1 This service was delivered by Haringey officers exclusively between 2018 – 2024 and demonstrated that it was unable to meet its full potential due to the continued volume of demand.
 - 5.b.2 Financial pressures facing the council also mean this option is unaffordable with an estimated annual pressure of circa £1.4m.
 - 5.b.3 Without the support an out-sourced service can provide (such as specialist software and back-office support), the council's ability to tackle and reduce environmental crimes will be significantly reduced.
 - 5.b.4 Therefore, this option is not recommended.

6. Background information

- 6.a In a 2023 survey undertaken as part of the Waste Services Review, residents, visitors and businesses showed an overwhelming support for taking a tougher stance on those who do not look after our borough.
- 6.b 96% of residents backed fines for fly-tipping and 94% supported penalties for dog fouling and littering. Businesses and community organisations also expressed strong agreement, with 83% in favour of penalties for fly-tipping.
- 6.c As a result, the council committed in the Corporate Delivery Plan 2024 – 2026 to undertake enforcement action across the borough and as the future Corporate Delivery Plan currently being developed by the new administration has a commitment to tackling fly tipping in the Borough as one of the top 10 priorities for the council, it is recommended the hybrid approach is continued.
- 6.d The council is empowered to undertake enforcement action against a range of offences committed, which are listed under the Environmental Protection Act 1990, Anti-Social Behaviour, Crime and Policing Act 2014, Anti-social Behaviour Act 2003 and London Local Authorities Act 1990.
- 6.e The maximum amount of a fixed penalty is set by the relevant legislation, and in recent years some values have been increased significantly by the Secretary of State. Most recently increased by 400% for fly-tipping (from £1,000 to £4,000) and 50% for littering (from £500 to £750) in July 2026.
- 6.a With the new administration coming into power in May 2026, tackling litter and fly-tipping is a CDP priority. In this case, the focus is on building a public campaign (Love Haringey) to create a sense pride in the borough, and work with communities to keep it clean. In addition to exploration of efforts to make it easier (e.g. more public bins) this will include an increase in educational information about what does and doesn't constitute fly-tipping, as well as warnings about potential fines. Consequently, at this point, the council does not intend to raise the fines above the current levels.

Current Service

- 6.b Kingdom was awarded a one-year contract in February 2025 to undertake environmental enforcement activity across the borough, which was subsequently extended for an additional one year. This was the total period allowed for in the existing contract.
- 6.c During the 2025/26 financial year Kingdom issued just over 10,000 FPNs, of which those paid FPNs amounted to a total value of £980,000.
- 6.d Of the FPNs issued:
 - 6.d.1 66% related to littering offences observed by enforcement officers,
 - 6.d.2 20% related to businesses unable to provide correct Duty of Care documents when visited by enforcement officers,
 - 6.d.3 7% related to households not managing waste correctly either observed or investigated by enforcement officers,
 - 6.d.4 6% related to fly-tipping incidents investigated by enforcement officers, and

- 6.d.5 1% related to other offences such as failure to comply with Public Space Protection Order (PSPO) or Community Protection Notice (CPN) observed by enforcement officers.
- 6.e Moving forwards into the new contract, we intend for the contractor to focus more on tackling fly tipping offences using evidence gathered from our front-line fly tipping teams. From April 2027, we will have improved digital systems (in cab technology and smartphones for crews which is currently not available) as part of the new waste contract will enable crews to do this.
- 6.f The current contract has enabled renewed implementation of the Single Justice Procedure (SJP). The SJP is a fast-track legal process used to prosecute minor offences, particularly by councils for environmental offences. There have been 274 successful SJP prosecutions for littering crime from October 2025 to June 2026 is .
- 6.g It is difficult to exactly quantify the improved outcomes from the inhouse service benefitting from this contract due to changes in the team structure which means comparison is limited. In addition, the current IT system (M3PP) is limited in its ability to analyse data and provide intelligence on the same timescales as work has been undertaken since contract commencement to improve processes within the team. Please note the system is being replaced in November 26 due to its limited scope and age.
- 6.h However, we do know that the inhouse service caseload (includes highways and illegal street trading enforcement) has continued to increase year on year over the last three years, yet in the same time period, the response time has improved (36% improvement in officers responding to enquiries within 10 working days). This is despite the reduction of two officers within the team due to vacancies and can in part be attributed to external officer support via this contract.
- 6.i The anticipated case workload for 2026/27 for the inhouse team is set to be the highest since post Covid times (see below) and without external support, the in-house service will face challenges in managing the workload:

Year	Number of Cases
2024 - 25	4555
2025 - 26	4879
2026 - 27	Estimated 6k

- 6.j The average number of prosecutions per officer within the inhouse team has seen a 9% increase since contract commencement.
- 6.k In terms of outcomes on litter and fly tipping levels, we have seen an improvement in the litter levels measured from Tranche 4 2024/25 to Tranche 4 2025/26 of 2%. Whilst fly tipping incidents have increased since contract commencement, it should be noted that this is due to more officer presence in the borough and subsequently higher levels of reporting. Despite this, the average time to clear all fly tips remains consistent at 5.4 hours.

Future Service

- 6.l A competitive procurement process will be undertaken to select a service provider who can deliver enhanced environmental enforcement across the borough and has suitable and relevant experience.
- 6.m The services will continue to be delivered as a concession, in which the financial risk sits with the service provider. The council will retain a proportion of the value of paid FPNs, whilst the service provider will take on all costs to deliver the services through their share of the paid FPNs.
- 6.n The value of the split of paid FPNs will be determined as part of the bidder's submission. Bidders will be evaluated based on their proposed split. The bidder providing the highest proportion to the council will get the most points, and other bidders will get a score based on the difference. Bidders will also be required to demonstrate that they are able to sufficiently deliver the services with their share of paid FPNs.
- 6.o We recognise some of the issues associated with enforcement based on FPN fines and will be working to ensure we have as ethical an approach as is viable in the forthcoming procurement. This will be enabled through a contract that does not have bonus related performance payments in relation to revenue targets, and a new and improved Specification and Performance framework which will be developed to ensure that the services are delivered to our standards and that we can hold the service provider to account. This will include provisions such as
 - 6.o.1 Proposals for reducing litter and fly tipping.
 - 6.o.2 Clear requirements for quality control and monitoring (including the representation process) and
 - 6.o.3 clear requirements for monthly data reporting.
- 6.p We are working alongside colleagues from across the directorate and cross directorate to ensure the service can provide support and meet enforcement needs of housing, parks and highways (including dockless bikes)

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

- 7.a This decision relates to the 'Responding to the climate emergency' theme of the Corporate Delivery Plan 2024 - 2026, specifically supporting the outcome areas of 'A cleaner, low waste Haringey'.
- 7.b This service is set out as an Activity within the Corporate Delivery Plan, to enhance environmental enforcement, including targeted deployment (Monday – Sunday) of proactive litter & waste enforcement patrols in Town Centres and hot spot locations across the borough.
- 7.c The new Corporate Delivery Plan under development also has a commitment to tackling fly tipping in the Borough and this decision supports that priority.
- 7.d There is an MTFs target associated with environmental enforcement of £50,000 for 2027/28.

8. Carbon and Climate Change

- 8.a This decision has no direct impact on carbon emissions or reducing the impact of climate change, however, the services are beneficial to supporting the council's response to the climate emergency.
- 8.b Undertaking enforcement against offences will reduce the amount of dropped litter and dumped waste across the borough, which will have a positive impact on the local environmental.
- 8.c The team delivering the services will largely travel around the borough using public transport and by foot.

9. Statutory Officers comments (Director of Finance (procurement), Director of Legal and Governance, Equalities)

Finance

- 9.a This report seeks Cabinet approval to commence a procurement exercise for an enhanced environmental enforcement contract, as the current contract is due to expire in February 2027.
- 9.b The Council's Medium Term Financial Strategy (MTFS) includes an income target of £50,000 for 2027/28 associated with environmental enforcement activity. Achievement of this target is dependent on the continuation of the environmental enforcement contract.
- 9.c The proposed contract is expected to be cost-neutral to the Council and is anticipated to have a total value exceeding £500,000 over its term.
- 9.d During 2025/26, the environmental enforcement contract generated approximately £987,335 in income against a budget of £895,000 through the issuing of Fixed Penalty Notices (FPNs). The value of FPNs is set by the relevant legislation and, despite a recent significant increase in the maximum penalty levels by the Secretary of State, the Council does not intend to increase fines above the current levels.
- 9.e The proposed procurement aligns with the Council's Corporate Delivery Plan 2024-2026 and supports the ambition to achieve a cleaner, lower-waste Haringey.

Procurement

- 9.f The proposed procurement relates to an environmental enforcement concession-style arrangement where the contractor will be remunerated through a proportion of income generated from paid Fixed Penalty Notices (FPNs) and is intended to be cost neutral to the Council with an anticipated value of some £500k. The provision is at threshold for the application of procurement legislation
- 9.g Strategic Procurement has supported officers in considering the route to market and agrees that an Open Procedure represents an appropriate and proportionate approach to securing competition with access to the widest range of suitably experienced providers operating within this specialist market.

- 9.h As required by CSO 2.01b Cabinet must approve the commencement of a procurement exercise where the value of the contract is anticipated to be 500k or more

Director of Legal & Governance

- 9.i The Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.
- 9.j The proposed value of the contract whilst cost neutral to the Council is above the threshold where the procurement rules for concession contracts as set out in the Procurement Act 2023 will apply.
- 9.k In accordance with CSO 2.01 b) the Cabinet is required to approve the procurement of contracts valued at £500,000 or more.
- 9.l The Director of Legal and Governance confirms that there are no legal reasons preventing the Cabinet from approving the recommendations in this report.

Equality

- 9.m Enforcement action is taken against those individuals and businesses who have committed offences under the relevant legislation. Enforcement officers will issue FPNs only where they have witnessed an offence or have identified an offender through their investigations having no reasonable doubt that an offence has been committed.
- 9.n FPNs issued to offenders by the current service provider closely align to the boroughs age, gender and ethnicity characteristics. This shows strongly that FPNs are issued for offences and without bias or prejudice. This provides reassurance that the officers recruited, training delivered, service provider management and council contract management are robust and will be continued for the remainder of this and into future contracts.
- 9.o An Equalities Impact Assessment (EqIA) has been undertaken (see Appendix 2), and the outcome has been fed into the development on the Service Specification to ensure that those with protected characteristics are not unfairly treated.
- 9.p Within the Service Specification the council will set the following requirements:
- 9.p.1 suitable training to be provided to all enforcement officers before they start patrolling the borough, including modules with specific content on safeguarding and protecting vulnerable people, and completion of the council's own Diversity, Equity and Inclusion training course;
 - 9.p.2 no enforcement action to be taken against those who are under 18, or adults who are vulnerable;
 - 9.p.3 regular reviews of body worn camera footage to ensure all enforcement officers are complying with the Equality Act 2010;
 - 9.p.4 representation process for those who may be vulnerable, but this was not clear at the time of issuing the FPN; and
 - 9.p.5 no targeting of any individual.

10.Use of Appendices

10.a Appendix 1 – List of Legislation and Offences

10.b Appendix 2 EqlA

11.Background papers

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Relevant Offences for Enhanced Environmental Enforcement Contract

Offence	Known As
Environmental Protection Act 1990, Section 87 (1), s88	Littering (dropped litter (including from vehicles) and/or dumped waste (black bag(s)))
Environmental Protection Act 1990, Section 34	Failing to produce waste transfer note.
Environmental Protection Act 1990, Section 34 (2A)	Household/Domestic Duty of Care
Environmental Protection Act 1990, Section 33	Fly tipping
Environmental Protection Act 1990, Section 46a	The enforcement of the requirement to comply with Sc46a EPA1990 which is a civil contravention
Environmental Protection Act 1990, Section 47	Failure to comply with a waste receptacle notice (including failure to comply with Simpler Recycling waste separation requirements).
Environmental Protection Act 1990, Schedule 3A/section 94	Free distribution of printed literature
Anti-Social Behaviour, Crime and Policing Act 2014, Section 63 and 67	Non-compliance with Public Space Protection Order (PSPO)
Anti-Social Behaviour, Crime and Policing Act 2014, Section 48	Non-compliance with Community Protection Notice (CPN)
Anti-social Behaviour, Crime and Policing Act 2014, Section 48	Breach of Community Protection Notice (CPN)
Anti-social Behaviour Act 2003, section 43	Graffiti defacement
Highways Act 1980, section 3	Depositing builder's skip on highway without permission
Highways Act 1980, section 137	Wilful obstruction of free passage along highway (including dockless hire bikes and scooters)
Control of Pollution (Amendment) Act 1989, Section 1	Transporting waste without a waste carriers licence
London Local Authorities Act 1990, Section 38	Street Trading without a licence (subject to Council approval)
London Local Authorities Act 1990, Section 34	Street Trading in breach of a licence (subject to Council approval)
London Local Authorities Act 1990, Section 34	Failure to produce street trading licence on demand (subject to Council approval)

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Equality Impact Assessment (EQIA)

The Equality Impact Assessment (EQIA) form is a template for analysing a policy or proposed decision for its potential effects on individuals with protected characteristics covered by the Equality Act 2010.

The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

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

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

1. Responsibility for the Equality Impact Assessment

Name of proposal:	Enhanced environmental enforcement services
Service Area:	Recycling, Waste and Enforcement
Officer Completing Assessment:	Richard Gilbert
Equalities Advisor:	Diptasri Basu
Cabinet meeting date (if applicable):	September 2026
Director/Assistant Director	Barry Francis

2. Executive summary

Please complete this section *after* completing the rest of the form and summarise:

- The policy proposal, its aims and objectives, the decision in consideration. Please focus on **the change** that will result from this decision.
- Results of the analysis: potential positive and negative equality impacts
- Mitigations that will be taken to minimise negative equality impacts (if relevant)
- Next steps (this may include: if/when the EQIA will be refreshed, planned consultation, future stages of the project).

Environmental enforcement services are statutory services delivered by all local authorities in the UK. In 2024 Haringey Council, following a competitive tender process, awarded a contract for the provision of environmental enforcement services

to Kingdom Services Group Ltd (Kingdom). This was to support the existing in house enforcement team to tackle illegal activities in three areas which include Observed Offence (such as dropping litter), Investigated Offence (such as fly-tipping) and Duty of Care offence (such as businesses not correctly managed their waste). The contract with Kingdom runs until February 2027 and is delivered via a cost neutral model.

The council is seeking to conduct a further competitive tender process to ensure continuity of this important frontline service.

Environmental enforcement services target those who commit offences under the Environmental Protection Act 1990 (EPA), the Anti-Social Behaviour, Crime and Policing Act 2014 and Highways Act 1980. The aim of these services is to identify the perpetrators of illegal actions, make them aware that these are not acceptable, and where needed issue fixed penalty notices (FPNs). This enforcement activity seeks to change these negative behaviours to improve the boroughs local environment, reduce demand on council waste and cleansing services, and save costs and resources.

Enforcement officers are deployed across the borough and action is taken against those individual and/or businesses that are either observed or through investigative work undertaken to gather evidence found to have committed an offence. An intelligence led approach is taken to deployment of resources, ensuring that resources are focused where positive community impact is the greatest including improving the local environment, the quality of life of all residents, inward investment opportunities and the perception of the borough and council. Protected characteristic data/profiles are not used to inform officer deployment.

Where enforcement officers, including contractors, are engaged, they act under Council authorisation and oversight. The specification for this tender process requires environmental enforcement officers to be recruited via an ISO90001 certified procedure, with a focus on recruiting staff from within Haringey. The service provider will be required to work with colleagues in Haringey Works to advertise opportunities and source candidates living in the borough, ensuring the workforce reflects the diverse community. It also requires that officers receive mandatory CPC (or similar) accredited training covering equality and diversity, safeguarding and recognising vulnerability to ensure services are delivered in a compliant and effective manner, following the law and Council policy.

Should an individual feel that they have been unfairly targeted by the enforcement service they have the right to make a formal representation setting out the reasons as to why they feel the action taken to be unjust. There is a requirement that these are reviewed in a timely and professional manner by qualified staff and upheld where there is a justification.

There is a requirement that all action carried out by officers is captured and saved into a dedicated software system. This includes recording key information including offence type, location, age and ethnicity of the individual. This is to be fully accessible to the council's recycling, waste and enforcement team. Data will be monitored, quality

checks are undertaken and performance reports produced for discussion at monthly contract liaison meetings.

3. Consultation and engagement

3a. How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff? Detail how your approach will facilitate the inclusion of protected groups likely to be impacted by the decision.

A contract for the provision of environmental enforcement services will provide additional resources to deliver statutory services already undertaken by the council to continue to better meet demand, contribute to the delivery of a cleaner borough, and improve local environmental quality.

No direct consultation or engagement for the award of a new contract is required (and was not required for the existing contract). However, in 2023/24 a borough wide consultation with residents, community groups and businesses on waste, street cleansing and enforcement services was carried out as part of the integrated waste services contract procurement.

3b. Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

The 9000 responses received from the engagement showed overwhelming support for stricter measures to tackle fly tipping and illegal waste dumping, with 96% of residents in favour of imposing fines to fly-tippers, while 94% supported penalties for littering and dog fouling. Local businesses and community organisations also voiced their concerns, with 83% backing fines to combat fly-tipping.

The increase in environmental enforcement resources through Kingdom to support the councils existing team responded to the outcome of this consultation in relation to environmental enforcement. The future contract will continue this in line with the Haringey Deal.

As part of the consultation, the Bridge Renewal Trust were commissioned to carry out a series of workshops with and promote the online survey channel to groups not always well represented though statistical analysis on exact groups is not available. Workshops were carried out in Broadwater Farm, Northumberland Park, Hornsey and Wood Green. The online survey was actively promoted to groups including Somali women, Turkish, Kurdish and Cypriot communities, Latin American communities, younger and older people, and faith groups.

4. Data and Impact Analysis

Note: officers may want to complement their analysis with data from the State of the Borough and ward profiles, found here: <https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough>.

Please consider how the proposed change will affect people with protected characteristics.

4a. Age

Data

Borough Profile¹

- 54,422: 0-17 (21%)
- 71,660: 18-34 (27%)
- 63,930: 35-49 (24%)
- 46,516: 50-64 (18%)
- 27,706: 65+ (10%)

There is no specific target population for environmental enforcement services or the existing enforcement services contract with Kingdom. Enforcement action takes place across the borough and FPNs or other enforcement action is taken against any individual found in violation of the respective legislations enforced through the current contract.

FPNs issued to offenders by the current service provider closely align to the boroughs age, gender and ethnicity characteristics. This shows strongly that FPNs are issued for offences and without bias or prejudice. This provides reassurance that the officers recruited, training delivered, service provider management and council contract management are robust and will be continued for the remainder of this and into future contracts.

This approach will therefore be continued by any incoming service provider.

Between February 2025 and June 2026 (17 months) the number and percentage of FPNs issued to individuals by Kingdom by age group is set out in the table below:

Age Profile	Number of FPNs Issued	Percentage of FPNs Issued
18	7	0.04%
19	28	0.17%
20 - 29	1564	9.55%

¹ Census, 2021 – [Population and household estimates, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/population-and-household-estimates)

30 - 39	2519	15.39%
40 - 49	1863	11.38%
50 - 59	1281	7.82%
60 - 69	549	3.35%
70 - 79	103	0.63%
Not Provided	8457	51.66%

This data is monitored and corresponds closely to the borough age profile. This data also includes FPNs issued to individuals committing offences within Haringey who may not reside in the borough.

Comprehensive accredited training including safeguarding/vulnerability modules will continue to be a requirement of the future contract to ensure enforcement action is not taken against those under 18 years of age.

Detail the findings of the data.

- a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
- b) Might members of this group be disproportionately affected by this proposal as a result of a need related to their protected characteristic?

The age profile for FPN's issued does not provide enough information to confirm/deny the above statements as age does not have to be given when issuing an FPN.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).
- Age and Low Income:** While not a protected characteristic itself, low income is often an outcome of having one or more protected characteristics, such as being an older person or having a disability. Residents on low incomes may struggle to pay for waste collection services, leading to a greater risk of having their waste illegally handled by unregistered carriers or being forced to use less convenient disposal methods.

4b. Disability

Data

Borough Profile

- Disabled under Equality Act – 13.7%²
 - Day to day activities limited a lot – 6.1%
 - Day to day activities limited a little – 7.5%
- 7.5% of residents people diagnosed with depression³
- 1.7% of residents diagnosed with a severe mental illness⁴
- 0.4% of people in Haringey have a learning disability⁵

Target Population Profile

There is no specific target population for environmental enforcement services or the existing enforcement services contract with Kingdom. Enforcement action takes place across the borough and FPNs or other enforcement action is taken against any individual found in violation of the respective legislations enforced through this contract. This approach will be continued in the future contract with the appointed service provider.

As such, environmental enforcement services are not targeted at individuals based on this protected characteristic. However, dumped waste can create significant physical hazards. Obstructions on public highways, such as large fly-tips or inappropriately placed domestic waste, can block access for people using wheelchairs or mobility scooters, and pose serious trip hazards for those with visual impairments.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Within the future contract, we will include provision of data on number of representations and the acceptance rate in relation to any disabilities to analyse whether the service is disproportionately affecting people with disabilities.

- a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
- b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

² Census, 2021 – [Disability, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/people-and-population/disability)

³ NHS Quality Outcomes Framework – [Prevalence of diagnosed depression among GP registered population age 18+](https://nhs.uk/quality-outcomes-framework/prevalence-of-diagnosed-depression-among-gp-registered-population-age-18-plus)

⁴ NHS Quality Outcomes Framework – [Prevalence of diagnosed mental health diagnosis among GP registered population age 18+](https://nhs.uk/quality-outcomes-framework/prevalence-of-diagnosed-mental-health-diagnosis-among-gp-registered-population-age-18-plus)

⁵ PHE Learning disability profiles – <https://fingertips.phe.org.uk/learning-disabilities#page/0/gid/1938132702/pat/6/par/E12000007/ati/102/are/E09000014>

We do not currently hold information about disabilities in relation to FPN's issued. However, within the future contract, we will include provision of data on number of representations and the acceptance rate in relation to disability to analyse whether the service is disproportionately affecting people by disability

Kingdom enforcement officers undertake mandatory 4 day CPC accredited training. Comprehensive training including safeguarding/vulnerability modules to ensure enforcement action is not taken against vulnerable people will be an ongoing requirement in the future contract. The representation process also exists if a hidden disability is not known at the time of issuing. In addition, we will work with the service provider to ensure officers complete the Council's EDI training.

The service provider will be responsible for checking 20% BWC footage weekly to ensure compliance with the Equality Act 2010. This will inform further training needs or staff interventions/HR escalation processes for misconduct. The council will also have access to the BWC and all service provider systems to enable spot checking.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

Environmental enforcement services assist in the provision of a cleaner borough and less dumped waste by preventative measures. Positive impacts are detailed below:

- **Disability:** Dumped waste can create significant physical hazards. Obstructions on public highways, such as large fly-tips or inappropriately placed domestic waste, can block access for people using wheelchairs or mobility scooters, and pose serious trip hazards for those with visual impairments.

4c. Gender Reassignment

Data

Borough Profile⁶

- Gender Identity different from sex registered at birth but no specific identity given – 0.5%
- Trans woman – 0.1%
- Trans man - 0.1%

Target Population Profile

There is no specific target population for environmental enforcement services. Enforcement action takes place across the borough and FPNs or other enforcement

⁶ Census, 2021 – [Gender identity, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/ethnicityandnationality/bulletins/genderidentityinenglandandwales/2021)

action is taken against any individual found in violation of the respective legislations enforced through this contract.

FPNs issued to offenders by the current service provider closely align to the boroughs age, gender and ethnicity characteristics. This shows strongly that FPNs are issued for offences and without bias or prejudice. This provides reassurance that the officers recruited, training delivered, service provider management and council contract management are robust and will be continued for the remainder of this and into future contracts.

As such, environmental enforcement services are not targeted at individuals based on this protected characteristic.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

We do not currently hold information about gender reassignment in relation to FPN's issued.

Kingdom enforcement officers undertake mandatory 4 day CPC accredited training. Comprehensive training including safeguarding/vulnerability modules to ensure enforcement action is not taken against vulnerable people will be an ongoing requirement in the future contract. The representation process also exists if a hidden disability is not known at the time of issuing. In addition, we will work with the service provider to ensure officers complete the Council's EDI training.

The service provider will be responsible for checking 20% BWC footage weekly to ensure compliance with the Equality Act 2010. This will inform further training needs or staff interventions/HR escalation processes for misconduct. The council will also have access to the BWC and all service provider systems to enable spot checking.

Detail the findings of the data.

- a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
- b) are with the wider demographic profile of the Borough?
- c) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

As with the existing contract, there are no anticipated impacts of continuing to deliver environmental enforcement services on individuals with gender reassignment as a protected characteristic due to the specific characteristic itself. Enforcement actions are based on violations. Existing and future service provider staff are provided with equalities training to undertake their assigned tasks.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

We continue to anticipate a neutral impact on people with gender reassignment as a protected characteristic.

4d. Marriage and Civil Partnership

Note: Only the first part of the equality duty (*“Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act”*) applies to this protected characteristic.

Data

Borough Profile ⁷

- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (9.9%)
- Married or registered civil partnership: (35.8%)
- Separated (but still legally married or still legally in a same-sex civil partnership): (2.9%)
- Single (never married or never registered a same-sex civil partnership): (45.3%)
- Widowed or surviving partner from a same-sex civil partnership: (6.1%)

Target Population Profile

There is no specific target population for environmental enforcement services or the existing enforcement services contract with Kingdom. Enforcement action takes place across the borough and FPNs or other enforcement action is taken against any individual found in violation of the respective legislations enforced through this contract. This approach will therefore be continued in the new contract.

As such, environmental enforcement services are not targeted at individuals based on this protected characteristic.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

We do not currently hold information about marriage and civil partnership in relation to FPN's issued.

Detail the findings of the data.

- a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

⁷ Census, 2021 – [Marriage and civil partnership status in England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

- b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

Kingdom enforcement officers undertake mandatory 4 day CPC accredited training. Comprehensive training including safeguarding/vulnerability modules to ensure enforcement action is not taken against vulnerable people will be an ongoing requirement in the future contract. The representation process also exists if a hidden disability is not known at the time of issuing. In addition, we will work with the service provider to ensure officers complete the Council's EDI training.

The service provider will be responsible for checking 20% BWC footage weekly to ensure compliance with the Equality Act 2010. This will inform further training needs or staff interventions/HR escalation processes for misconduct. The council will also have access to the BWC and all service provider systems to enable spot checking.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

We anticipate a neutral impact on people with this protected characteristic.

4e. Pregnancy and Maternity

Note⁸:

- Pregnancy is the condition of being pregnant or expecting a baby.
- Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Data

Borough Profile ⁹

Live Births in Haringey 2021: 3,376

Target Population Profile

There is no specific target population for environmental enforcement services or the existing enforcement services contract with Kingdom. Enforcement action takes place across the borough and FPNs or other enforcement action is taken against any individual found in violation of the respective legislations enforced through this contract. This approach will therefore be continued in the new contract.

⁸ Equality and Human Rights Commission, 2022 – [Pregnancy and maternity discrimination](#).

⁹ Births by Borough (ONS)

As such, environmental enforcement services are not targeted at individuals based on this protected characteristic.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

We do not currently hold information about pregnancy and maternity in relation to FPN's issued. However, within the future contract, we will include (where given) provision of data on number of representations and the acceptance rate in relation to pregnancy and maternity to analyse whether the service is disproportionately affecting people with this protected characteristic.

Detail the findings of the data.

- a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
- b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

Kingdom enforcement officers undertake mandatory 4 day CPC accredited training. Comprehensive training including safeguarding/vulnerability modules to ensure enforcement action is not taken against vulnerable people will be an ongoing requirement in the future contract. The representation process also exists if a hidden disability is not known at the time of issuing. In addition, we will work with the service provider to ensure officers complete the Council's EDI training.

The service provider will be responsible for checking 20% BWC footage weekly to ensure compliance with the Equality Act 2010. This will inform further training needs or staff interventions/HR escalation processes for misconduct. The council will also have access to the BWC and all service provider systems to enable spot checking.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

The impact of environmental enforcement is potentially positive. Pregnant individuals may face increased health risks from exposure to biological and chemical agents often found in illegally dumped waste, such as waste from food premises or animal processing sites.

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.¹⁰

Data

Borough Profile ¹¹

Arab: 1.0%

- Any other ethnic group: 8.7%

Asian: 8.7%

- Bangladeshi: 1.8%
- Chinese: 1.5%
- Indian: 2.2%
- Pakistani: 0.8%
- Other Asian: 2.4%

Black: 17.6%

- African: 9.4%
- Caribbean: 6.2%
- Other Black: 2.0%

Mixed: 7.0%

- White and Asian: 1.5%
- White and Black African: 1.0%
- White and Black Caribbean: 2.0%
- Other Mixed: 2.5%

White: 57.0% in total

- English/Welsh/Scottish/Northern Irish/British: 31.9%
- Irish: 2.2%
- Gypsy or Irish Traveller: 0.1%
- Roma: 0.8%
- Other White: 22.1%

Target Population Profile

There is no specific target population for environmental enforcement services or the existing enforcement services contract with Kingdom. Enforcement action takes place across the borough and FPNs or other enforcement action is taken against any individual found in violation of the respective legislations enforced through this contract.

¹⁰ [Race discrimination | Equality and Human Rights Commission \(equalityhumanrights.com\)](https://equalityhumanrights.com/)

¹¹ Census 2021 - [Ethnic group, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/ethnicity)

FPNs issued to offenders by the current service provider closely align to the boroughs age, gender and ethnicity characteristics. This shows strongly that FPNs are issued for offences and without bias or prejudice. This provides reassurance that the officers recruited, training delivered, service provider management and council contract management are robust and will be continued for the remainder of this and into future contracts.

As such, environmental enforcement services are not targeted at individuals based on this protected characteristic.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

The number and percentage of FPNs issued against the ethnicity of individuals issued between February 2025 and June 2026 (17 months) via Kingdom officers is set out in the table below:

Ethnicity	Number of FPNs Issued	Percentage of FPNs Issued
IC1 - White - North European	5952	36.36%
IC2 - White - South European	2126	12.99%
IC3 - Black	428	2.61%
IC4 - Asian (India, Pakistan, Bangladesh, Nepal)	772	4.72%
IC5 - Chinese, Japanese or other South East Asian	421	2.57%
IC6 - Arabic or North African	339	2.07%
IC9 - Unknown	6333	38.68%

This data is monitored and corresponds closely to the borough profile. This data also includes FPNs issued to individuals committing offences within Haringey who may not reside in the borough.

Detail the findings of the data.

- Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
- Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

Kingdom enforcement officers undertake mandatory 4 day CPC accredited training. Comprehensive training including safeguarding/vulnerability modules to ensure enforcement action is not taken against vulnerable people will be an ongoing requirement in the future contract. The representation process also exists if a hidden disability is not known at the time of issuing. In addition, we will work with the service provider to ensure officers complete the Council's EDI training.

The service provider will be responsible for checking 20% BWC footage weekly to ensure compliance with the Equality Act 2010. This will inform further training needs or staff interventions/HR escalation processes for misconduct. The council will also have access to the BWC and all service provider systems to enable spot checking.

Potential Impacts

We believe the award and continuation of the environmental enforcement services contract will have a positive impact on people with this protected characteristic. Fly tipping data indicates that illegal dumping is often concentrated in areas with lower median incomes, higher percentages of non-English speakers, and communities of diversity, a pattern linked to historical discriminatory policies like redlining. These deprived and excluded communities are disproportionately exposed to environmental risks and may also be more vulnerable to their health effects.

4g. Religion or belief

Data

Borough Profile ¹²

- Christian: 39%
- Buddhist: 0.9%
- Hindu: 1.3%
- Jewish: 3.6%
- Muslim: 12.6%
- No religion: 31.6%
- Other religion: 2.3%
- Religion not stated: 8.0%
- Sikh: 0.3%

Target Population Profile

There is no specific target population for environmental enforcement services or the existing enforcement services contract with Kingdom. Enforcement action takes place across the borough and FPNs or other enforcement action is taken against any

¹² Census, 2021 – [Religion, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

individual found in violation of the respective legislations enforced through the existing contract. This approach will therefore be continued in the new contract.

As such, environmental enforcement services are not targeted at individuals based on this protected characteristic.

What data will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

We do not currently hold information about religion in relation to FPN's issued. However, within the future contract, we will include (where given) provision of data on number of representations and the acceptance rate in relation to pregnancy and maternity to analyse whether the service is disproportionately affecting people with this protected characteristic.

Potential Impacts

We believe the impact will be neutral on people with this protected characteristics.

4h. Sex

Data

Borough profile ¹³

- Females: (51.8%)
- Males: (48.2%)

Target Population Profile

There is no specific target population for environmental enforcement services or the existing enforcement services contract with Kingdom. Enforcement action takes place across the borough and FPNs or other enforcement action is taken against any individual found in violation of the respective legislations enforced through this contract. This approach will therefore be continued in the new contract.

As such, environmental enforcement services are not targeted at individuals based on this protected characteristic.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

¹³ Census 2021 – [Gender identity: age and sex, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/identityandgender/articles/genderidentityageandsexenglandandwales/2021)

During the first 8 months of the existing contract with Kingdom the number and percentage of FPNs issued against male and female individuals is set out in the table below.

The number and percentage of FPNs issued against the gender of individuals issued between February 2025 and June 2026 (17 months) via Kingdom officers is set out in the table below:

Gender	Number of FPNs Issued	Percentage of FPNs Issued
Female	7250	44.29%
Male	9121	55.71%

Detail the findings of the data.

- a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
- b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

FPN's are issued on an evidence basis only. There is no accurate statistical information to benchmark the above against as it is not a requirement to provide this information as part of issuing an FPN.

Potential Impacts

We anticipate a neutral impact of enforcement action on this protected characteristic.

4i. Sexual Orientation

Data

Borough profile ¹⁴

- Straight or heterosexual: 83.4%
- Gay or Lesbian: 2.7%
- Bisexual: 2.1%
- All other sexual orientations: 0.8%
- Not answered: 11.0%

Target Population Profile

¹⁴ Census, 2021 – [Sexual orientation, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

There is no specific target population for environmental enforcement services or the existing enforcement services contract with Kingdom. Enforcement action takes place across the borough and FPNs or other enforcement action is taken against any individual found in violation of the respective legislations enforced through this contract. This approach will therefore be continued in the new contract.

As such, environmental enforcement services are not targeted at individuals based on this protected characteristic.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

We do not currently hold information about sexual orientation in relation to FPN's issued. However, within the future contract, we will include (where given) provision of data on number of representations and the acceptance rate in relation to sexual orientation to analyse whether the service is disproportionately affecting people with this protected characteristic.

Detail the findings of the data.

- c) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
- d) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

Kingdom enforcement officers undertake mandatory 4 day CPC accredited training. Comprehensive training including safeguarding/vulnerability modules to ensure enforcement action is not taken against vulnerable people will be an ongoing requirement in the future contract. The representation process also exists if a hidden disability is not known at the time of issuing. In addition, we will work with the service provider to ensure officers complete the Council's EDI training.

The service provider will be responsible for checking 20% BWC footage weekly to ensure compliance with the Equality Act 2010. This will inform further training needs or staff interventions/HR escalation processes for misconduct. The council will also have access to the BWC and all service provider systems to enable spot checking.

Potential Impacts

We believe the impact will be neutral on people with this protected characteristic.

4j. Socioeconomic Status

Data

Borough profile

Income

- 6.9% of the population of Haringey were claiming unemployment benefit as of April 2023¹⁵
- 19.6% of residents were claiming Universal Credit as of March 2023¹⁶
- 29.3% of jobs in Haringey are paid below the London Living Wage¹⁷

Educational Attainment

- Haringey ranks 25th out of 32 in London for GCSE attainment (% of pupils achieving strong 9-5 pass in English and Maths)¹⁸
- 3.7% of Haringey's working age population had no qualifications as of 2021¹⁹
- 5.0% were qualified to level one only²⁰

Area Deprivation

Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas, or small neighbourhood areas) are more heavily concentrated in the east of the borough, where more than half of the LSOAs fall into the 20% most deprived in the country.²¹

Target Population Profile

There is no specific target population for environmental enforcement services or the existing enforcement services contract with Kingdom. Enforcement action takes place across the borough and FPNs or other enforcement action is taken against any individual found in violation of the respective legislations enforced through this contract.

Through the current contract, enforcement activity is delivered borough wide, across all wards. Officer deployment is informed by data including street cleansing scores, complaints received, reports received, the sharing of intelligence by residents through council reporting channels, and joint working with Veolia to address known hotspots. This ensures that resources are focused where community impact is greatest. This data led approach will be continued in the new contract.

As such, environmental enforcement services are not targeted at individuals based on this protected characteristic.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

¹⁵ ONS – [ONS Claimant Count](#)

¹⁶ DWP, StatXplore – [Universal Credit statistics, 29 April 2013 to 9 March 2023 - GOV.UK \(www.gov.uk\)](#)

¹⁷ ONS – [Annual Survey of Hours and Earnings \(ASHE\) - Estimates of the number and proportion of employee jobs with hourly pay below the living wage, by work geography, local authority and parliamentary constituency, UK, April 2017 and April 2018 - Office for National Statistics](#)

¹⁸ DfE – [GCSE attainment and progress 8 scores](#)

¹⁹ LG Inform – [Data and reports | LG Inform \(local.gov.uk\)](#)

²⁰ LG Inform – [Data and reports | LG Inform \(local.gov.uk\)](#)

²¹ IMD 2019 – [English indices of deprivation 2019 - GOV.UK \(www.gov.uk\)](#)

The number and percentage of FPNs issued to individuals in the borough's wards between February 2025 and June 2026 (17 months) via Kingdom officers is set out in the table below:

Ward	Number of FPNs Issued	Percentage of FPNs Issued
Alexandra Park	977	5.97%
Bounds Green	132	0.81%
Bruce Castle	464	2.83%
Crouch End	369	2.25%
Fortis Green	35	0.21%
Haringay	1456	8.89%
Hermitage and Gardens	11	0.07%
Highgate	126	0.77%
Hornsey	203	1.24%
Muswell Hill	295	1.80%
Noel Park	602	3.68%
Northumberland Park	285	1.74%
Seven Sisters	747	4.56%
South Tottenham	724	4.42%
St Anns	141	0.86%
Stroud Green	53	0.32%
Tottenham Central	517	3.16%
Tottenham Hale	5867	35.84%
West Green	1744	10.65%
White Hart Lane	342	2.09%
Woodside	1281	7.82%

Detail the findings of the data.

- a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
- b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

This data is and will continue to be monitored to ensure that all wards are covered, that an intelligence led approach for deployment is followed and action within wards with the lowest IMD scores is not disproportionate. This data also includes FPNs

issued to individuals committing offences within Haringey who may not reside in the borough, particularly prevalent in wards with multiple transport hubs, shopping areas and attractions.

Potential Impacts

We do not anticipate any negative impacts on people with this protected characteristic. Where an individual issued with an FPN cites financial hardship, an extended payment timeframe can be granted with payments spread across a 6 month period. The scheme is discretionary and generally based on the following principles:

- The impact that the payment plan may have on the claimant and other council services, especially homelessness, social care, household support and health
- The financial circumstances (income and expenditure, savings, capital, and indebtedness) of the claimant, their partner and anyone else living in their home
- Any special needs or health and social problems that the claimant and/or their household have, and what impact these have on their housing, work, and financial situation
- The length of time for which a payment plan is being sought

This approach will be continued in the future contract.

5. Key Impacts Summary

5a. Outline the key findings of your data analysis.

Enforcement action is taken against individuals and businesses based on illegal actions being witnessed by enforcement officers or evidence is identified through investigative work proving beyond reasonable doubt that an offence has been committed. Services are not targeted at individuals based on protected characteristic.

Environmental enforcement officers will be required to undertake mandatory accredited training. This training will include care, equality, diversity, safeguarding, and vulnerability modules as part of the qualification.

Officers will continue to be trained to understand lawful and unlawful behaviours, recognise protected characteristics, be able to identify vulnerabilities and communicate effectively with the public.

In line with the current contract with Kingdom, all action carried out by officers will be recorded and saved into the service providers dedicated software system. This will include offence type, location, age and ethnicity of the individual. This will be fully accessible to the councils recycling, waste and enforcement team. Data will be

monitored, quality checks undertaken and performance reports produced and discussed at monthly contract liaison meetings.

5b. Intersectionality

- Many proposals will predominantly impact individuals who have more than one protected characteristic, thereby transforming the impact of the decision.
- This section is about applying a systemic analysis to the impact of the decision and ensuring protected characteristics are not considered in isolation from the individuals who embody them.
- Please consider if there is an impact on one or more of the protected groups? Who are the groups and what is the impact?

N/A

5c. Data Gaps

Based on your data are there any relevant groups who have not yet been consulted or engaged? Please explain how you will address this

N/A

6. Overall impact of the policy for the Public Sector Equality Duty

Summarise the key implications of the decision for people with protected characteristics.

In your answer, please consider the following three questions:

- Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

Enforcement action is taken against individuals and businesses based on illegal actions being witnessed by enforcement officers or evidence is identified through investigative work proving beyond reasonable doubt that an offence has been committed. Services are not targeted at individuals based on protected characteristic as it is evidence driven.

7. Amendments and mitigations

7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EQIA guidance

Please delete Y/N as applicable

No major change to the proposal: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them

Y

Adjust the proposal: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below

N

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.

N

7b. What specific actions do you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty?

Action: Enforcement action is taken against individuals and businesses based on illegal actions being witnessed by enforcement officers or evidence is identified through investigative work proving beyond reasonable doubt that an offence has been committed. Services are not targeted at individuals based on protected characteristic.

Data on protected characteristics is not mandatory for issuing an FPN and we currently have limited information accordingly. However, we will request more information from the future service provider via the new contract when issuing an FPN to better understand how our services affect people with protected characteristics.

Lead officer: Beth Waltzer

Timescale: August 2026

Please outline any areas you have identified where negative impacts will happen because of the proposal, but it is not possible to mitigate them.

N/W

Please provide a complete and honest justification on why it is not possible to mitigate the:

N/A

7. Ongoing monitoring

Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented.

- Who will be responsible for the monitoring?
- What the type of data needed is and how often it will be analysed.
- When the policy will be reviewed and what evidence could trigger an early revision
- How to continue to involve relevant groups and communities in the implementation and monitoring of the policy?

Data will be analysed monthly as part of the contract management framework that will support the new contract. In addition, the Council will continue to have access to the service providers dedicated software systems so data can be obtained and reviewed as needed.

Date of EQIA monitoring review:

23.12.25

8. Authorisation

EQIA approved by (Director for Environment



Date

5 January 2026

9. Publication

Please ensure the completed EQIA is published in accordance with the Council's policy.

Please contact the Policy & Strategy Team for any feedback on the EQIA process.

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Report for: Cabinet - 15 September 2026

Item number: 13

Title: Contract variation and extension of the Inter-Authority Agreement (IAA) Pan-London Online Sexual Health Service.

Report authorised by: Dr Will Maimaris, Director of Public Health

Lead Officer: Akeem Ogunyemi, Commissioner Sexual Health

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. The contract for the pan-London Online service was procured through an EU tender by the City of London (CoL) on behalf of Councils in the London Sexual Health Transformation programme (LSHTP). Following the conclusion of the tender process the contract was awarded to Preventx Limited
- 1.2. The Council entered an Inter Authority Agreement (IAA) with CoL to access the service for a period of 5 years stating from 1st June 2017, with option to extend for a further 4 years. The IAA is currently extended until 14th August 2026 at an aggregated value of £3,535,776 (excluding VAT).
- 1.3. CoL has carried out a competitive procurement process for a new Pan London online sexual health service, due to commence on 15th August 2026. However, due to delays with concluding the award of contract, CoL intends to extend the existing contract for a minimum period of 12 months to allow continuity of service delivery while the remaining processes are concluded.
- 1.4. This report seeks approval to vary the terms and allow the extension of the Council's existing (IAA) with CoL for access to the Pan London online sexual health service, as permitted under Contract Standing Order (CSO) 18.03 and in accordance with CSO 2.01(d).
- 1.5. Subject to approval being granted, the variation and extension of the IAA will be for a period of 12 months from 15th August 2026, with an option to extend for an additional 12 months. This is an activity-based contract with an estimated value of £620,000 for 12 months and a total value of £1,240,000 for 24 months. The aggregated value for Haringey including the proposed variation and extension will be £4,775,776 excluding VAT.

2. **Cabinet Member Introduction**

- 2.1. Cabinet is asked to approve a time-limited extension to the existing Inter-Authority Agreement for the pan-London online sexual health service, ensuring residents continue to access vital sexual health support while the new procurement process is concluded.
- 2.2. Sexual and reproductive health is a fundamental part of the health and wellbeing of Haringey residents. Access to testing, contraception, treatment and advice helps prevent ill health, reduce onward transmission of sexually transmitted infections and prevent unplanned pregnancies. It is also central to tackling health inequalities, because people living in more deprived communities, young adults, LGBTQ+ residents, some ethnic minority communities and people who experience stigma, discrimination, disability or confidentiality concerns may face additional barriers to accessing care
- 2.3. Haringey has invested in a broad and accessible sexual health offer, including dedicated young people's clinics, local access to long-acting reversible contraception through our clinic and 17 general practices, outreach for our ethnically diverse communities, provision through 25 Healthy Living pharmacies and an integrated sexual health service commissioned with neighbouring boroughs. The pan-London online service complements these local services by offering discreet home testing and contraception for residents aged 16 and over, while directing people with symptoms, safeguarding concerns or more complex needs to appropriate face-to-face support. For some residents, online access is not simply more convenient; it is what makes accessing sexual health care possible.
- 2.4. The service is already reaching residents who experience health inequalities. In 2024/25, more than half of postal kit orders came from residents living in the four most deprived deciles, while the service is also used by ethnically diverse communities, LGBTQ+ residents and people across different age groups. This is particularly important given Haringey's high level of sexual health need, with an STI diagnosis rate substantially above both the London and national averages.
- 2.5. The pan-London service was originally competitively tendered by the City of London on behalf of participating London boroughs and awarded to Preventx Limited. The City of London has now undertaken a further competitive tender for a successor nine-year service, but the procurement has not concluded within the planned timetable following a challenge to the contract award by an unsuccessful bidder and the need to complete the remaining assurance processes. Cabinet is therefore asked to approve a time-limited extension of the existing Inter-Authority Agreement, allowing residents to retain access to this important service while the new tender is properly concluded. This approach protects continuity of care, maintains patient choice and supports Haringey's commitment to prevention, inclusion and equitable access to public services.

3. **Recommendations**

- 3.1 That Cabinet approves as permitted under CSO 18.03 and in accordance with CSO 2.01(d):
- i. The variation of terms to allow the extension of the Council's existing IAA with City of London for access to the pan-London online sexual health service, for a period of 12 months from 15th August 2026 with option to extend for a further period of 12 months.
 - ii. The estimated value of £620,000 for 12 months and a total value of £1,240,000 for 24 months. The aggregated total spend by the Council including the proposed variation and extension will be £4,775,776 excluding VAT.

4. **Reasons for decision**

- 4.1. The Council's existing IAA for accessing the Pan London Online Sexual Health Service expired on 14th August 2026. The proposed extension is necessary to ensure the Council can continue to access the service while a new contract is put in place by CoL.
- 4.2. CoL undertook a competitive process for a new nine-year contract, due to commence on 15 August 2026. The procurement has not progressed as anticipated, and CoL intends to issue a 12-month extension to the current contract. The standstill period for the future provision of the online sexual health service has not yet concluded following a challenge to the contract award outcome from an unsuccessful bidder and the need for CoL to complete all remaining procurement assurance processes. As a result, the new contract will not be awarded and mobilised before the expiry of the current contract on 14th August 2026.
- 4.3. This is an activity-based contract, the current contract was commissioned by CoL through a competitive process with 31 other London boroughs. CoL negotiated competitive rates under the original tender, and these rates will continue if this contract is varied and extended for 12 months.
- 4.4. Haringey Council is part of the pan-London e-service management board overseeing contract performance and governance. The provider has consistently met contract performance indicators over the lifetime of the contract, including targets for dispatch of testing kits and processing times. The service has continued to evolve in response to service user and commissioner feedback, and to changes in clinical guidelines. The provider has robust safeguarding measures in place.

5. **Alternative options considered**

5.1 **Option 1 -Do nothing :**

The Council could do nothing and decide to let the contract expire; however, this poses a number of significant risk which would have both reputational and financial risks for the council;

- Complete loss of digital access to sexual health services
- Increase in spend on more expensive, in-person clinics
- Increased pressure on face-to-face services
- Reputational risk due to loss of accessible health services
- Increases risk of health inequalities

5.2 **Option 2 – Insourcing, commission services independently –**

The council could decide not to extend the pan-London e-service (Inter-Authority Agreement) and commission a separate service through the provider selection regime for health services. However, this is not a viable option as the Council would;

- Lose access to a coordinated, London-wide service
- Not align with the North Central London sub-regional Integrated Sexual Health strategic service provision.
- Potentially incur significant higher costs due to lack of economies of scale
- Risk of service fragmentation and reduced user access

6. **Background information**

- 6.1. National context- Most of the adult population of England is sexually active, and there is long term changes in the sexual attitudes, lifestyles and behaviours across much of the population. Access to high quality sexual health services improves the health and wellbeing of individuals and populations and is an important public health priority in Haringey, including addressing significant inequalities in sexual health between population groups.
- 6.2. Commissioning responsibilities for the wellbeing of residents in terms of Human Immunodeficiency Virus (HIV), sexual and reproductive health are currently distributed between NHS England, Local Authorities and Integrated Care Boards (ICBs). Councils are mandated to secure the provision of open access sexual health services, including for community contraception and the testing, diagnosis and treatment of sexually transmitted infections (STIs) and testing and diagnosis of HIV. Residents may attend open access sexual health facilities in any part of the country, without the need for referral.
- 6.3. Local authorities have a duty under the Health and Social Care Act 2012 to provide sexual health services for their residents. Haringey jointly commissions integrated sexual health clinics with Barnet, Camden and Islington, which provide access to sexual health and contraception services. To complement clinic-based services, the sexual health e-service provides a convenient way for residents to access care.

Individuals can discreetly order STI testing kits to their preferred address. The service includes online triage/clinical risk assessment, dispatch of STI testing kits to complete at home and a clinical results service. Treatment for uncomplicated chlamydia and *Trichomonas vaginalis* (TV) can be accessed via the online service or through specified pharmacies, with referral into sexual health services for treatment of more complex presentations and for other STIs.

- 6.4. Haringey has high levels of sexual health need in relation to STIs and recent data shows a high diagnosis rate in syphilis, gonorrhoea and chlamydia when compared to the national and regional averages. The latest data from 2024 shows Haringey has the 12th highest rate in England of STIs per 100,000 population (1,602 compared with an average rate in London of 1,182 and in England of 482). This is linked to the young age profile and high levels of deprivation. Rates in Haringey are similar to other inner London areas.
- 6.5. The launch of the pan-London e-service in January 2018 was part of a significant transformation of sexual health service across the capital in response to increasing demand and rising costs. The sexual health transformation programme introduced sub-regional models for in-person sexual health services; with costs of sexual health interventions regularised through a standardised tariff system across London. The pan-London e-service was commissioned to 'channel shift' high volume, asymptomatic testing online, allowing clinics to focus on more complex and urgent care. The 'channel shift' of tests from clinics to online was successfully achieved and taken together these measures have helped deliver significant savings to local authorities.
- 6.6. Clinical guidelines recommend individuals who may be at risk of STIs should seek testing, and people at high risk of HIV and STIs complete regular asymptomatic testing up to four times a year. This is to identify infections early to improve treatment outcomes and to reduce onwards transmission. The e-service provides a convenient and cost-effective way for local authorities to meet this high volume of testing. Since its launch, the e-service has proved effective and popular among users, with over 20,000 online STI tests completed and returned by Haringey residents in 2024/25.
- 6.7. The sexual health e-service is aligned with key public health priorities, including the promotion of healthy sexual behaviour, the prevention and control of STIs, the reduction of unintended pregnancies and under-18 conceptions, and action to end new infections and transmission of HIV and late HIV diagnosis. These objectives are supported by several strategic frameworks and policies: A Framework for Sexual Health Improvement in England, the HIV Action Plan for England, the Women's Health Strategy for England and the STI Prioritisation Framework.
- 6.8. The e-service is an activity-based contract. Haringey residents access the service online and the local authority is charged for the intervention. As such, the costs may vary through the year and over time, depending on need and demand for the service.
- 6.9. The service is available to users over the age of 16 and robust safeguarding procedures are followed through the online consultation process.

- 6.10. Since its launch in 2018, the e-service has successfully delivered against the original goal to channel shift high volume, asymptomatic and low risk testing from clinics to online. In 2024/25, approximately 41% of all STI tests among Haringey residents was completed through the e-service. Analysis of demographic data among Haringey users shows it is well used across age groups, with the highest rate of use among those aged 25 – 34 (who accounted for 67% of usage in 2024/25). There were 1,411 positive results for STIs among Haringey users of the e-service in 24/25 (these users are then offered appropriate follow up and treatment).
- 6.11. One of the key benefits of this service is its promotion of patient choice, allowing individuals to access services in a manner that is most accessible and appropriate for them. Stigma or feeling embarrassed to attend sexual health services may inhibit some individuals from accessing care, and the online service provides a discreet, convenient alternative.
- 6.12. The e-service played a crucial role in ensuring the continuity of sexual health delivery during the COVID-19 pandemic through 2020 and 2021 and the Mpox outbreak in 2022. Throughout the current contract period, the service has been delivered to a high standard with robust clinical governance.
- 6.13. The delivery of the e-service as a London-wide service has helped to broker collaborative and impactful partnerships to increase reach into high-risk groups. This includes collaboration with dating platforms and community organisations to promote regular testing and promotion at important sexual health community events such as Black Pride and London Pride.

7. **Contribution to the Corporate Delivery Plan High Level Strategic outcomes**

- 7.1. The legacy of the covid pandemic continues to highlight the disparity in health inequity and inequalities, particularly for residents with protected characteristics and from deprived parts of the Borough.
- 7.2. This service is linked to the Corporate Delivery Plan in particular under ‘Adults, Health and Welfare – Outcome area 5: Vulnerable adults are supported and thriving-“Working in partnership to reduce health inequalities to meet our ambition of equitable access, experience and outcomes” Cross-cutting theme of Outcome 3 - Residents connected with the right support at the right time in their neighbourhoods.
- 7.3. Social Value - The pan-London online sexual health programme delivers high social value by improving equitable access and outcomes while reducing costs and strengthening system sustainability through collaborative, digital-first service delivery for London and the North London sub-regional sexual health partnership comprising of LB Haringey, Barnet, Enfield, Camden and Islington.

8. **Carbon and Climate Change**

- 8.1. As part of the service specification the provider will be required to have appropriate clinical waste management arrangements in place

- 8.2. The NHS have ambitions to deliver the world's first net zero health service and respond to climate change. Officers will require the provider to demonstrate how they are contributing to this vision. [Green Ambition](#)

9. **Statutory Officers comments Finance, Procurement, Legal and Equalities**

9.1. **Finance**

- 9.2. The variation and extension of the IAA will be for a period of 12 months from 15th August 2026, with an option to extend for an additional 12 months. This is an activity-based contract with an estimated value of £620,000 for 12 months and a total value of £1,240,000 for 24 months. The aggregated value for Haringey including the proposed variation and extension will be £4,775,776 excluding VAT. This contract will be fully funded through the Public Health grant.

- 9.3 This contract is for approval to vary the terms and allow the extension of the Council's existing Inter Authority Agreement (IAA) with CoL for access to the Pan London online sexual health service.

- 9.4 The extension of the contract will continue to be met in full via the Public Health Grant of which they have received a three-year settlement figure. The 2026-2029 grant assumes an allocation of funds towards a Pan London online sexual health service or an alternative provision ensuring the Council meets its duties under the Health and Social Care Act 2012 to provide sexual health services for their residents.

10 **Procurement**

- 10.1 The Pan-London Online Sexual Health Service was competitively procured by the City of London Corporation, acting as the lead authority on behalf of participating London boroughs, in accordance with the Public Contracts Regulations 2015. Following the procurement process, the contract was awarded to Preventx Limited.
- 10.2 Through the existing Inter-Authority Agreement (IAA) with the City of London, the Council is able to access this pan-London service, which provides high-volume, demand-led online sexual health testing and associated services. The service supports improved accessibility and patient choice, whilst enabling specialist clinical services to focus resources on more complex and urgent cases.
- 10.3 The City of London, as lead authority, is responsible for ensuring compliance with all applicable procurement legislation and for managing the contractual arrangements with the provider, including any contract modifications or extensions.
- 10.4 The proposed variation relates to the Council's participation in, and access to, the service through the IAA. The IAA permits amendments and extensions in accordance with its terms. Accordingly, the proposed variation and extension are permissible under Contract Standing Order 18.03.3 and, CSO 2.01 (d) Cabinet approval of variations of contracts valued at 500k or above

11. **Legal**

- 11.1 The Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report. The services were tendered by City of London on behalf of Councils in the London Sexual Health Transformation programme.
- 11.2 City of London, as lead authority, is responsible for ensuring compliance with prevailing procurement legislation. Haringey Council accesses the services via an Inter Authority Agreement. Legal Services has been advised that the proposed extension is in accordance with the Public Contracts Regulations 2015 and that the Inter Authority Agreement allows for the proposed extension.
- 11.3 Cabinet has power to approve the recommendations under 18.03.3 and CSO 2.01 d) (approval of variations or extensions with an aggregate value of £500,000 or more).
- 11.4 The Director of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing Cabinet from approving the recommendations in this report.

12. **Equality**

- 12.1 The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.

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

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

12.2 *Service operation*

Local authorities are mandated to provide open access sexual health services for their residents. This proposal is for the continuation via a contract extension of the pan-London online, sexual health e-service which is delivered regionally and commissioned by the City of London's London Sexual Health Programme (LSHP) with participating London boroughs (which include LB Haringey) sharing the cost of the service. The e-service provides at home testing kits for sexually transmitted infections (STI's) as well as contraceptives (the pill and the patch) and condoms. The e-service is an important part of the wider sexual health infrastructure and complements in-person sexual health clinics. The e-service helps to reduce

barriers to accessing sexual health services at a time when in-person clinics are experiencing high levels of demand and some people may find online provision more appealing or accessible.

- 12.3 By providing contraception and sexual health testing, the service helps to reduce the following:
- unplanned pregnancies
 - Termination of pregnancy
 - Transmission of sexually transmitted infections, including HIV
 - Transmission of human papilloma virus, a risk factor for cervical and other genital cancers
- 12.4 The e-service offers asymptomatic STI testing to anyone in Haringey age 16+. It offers discreet testing kits delivered to an address provided or to a local sexual health clinic for collection. Users are required to set up an account online and follow a set of screening questions which not only relate to sexual health, but vulnerabilities such as mental health and domestic abuse. Dependent on the information provided, users will be offered a testing kit for delivery or will be provided with details of their local sexual health clinics to access in-person support. (People are directed to a clinic if they report certain symptoms, are under 16 years of age or indicate other vulnerabilities).
- 12.5 For those eligible, a kit is delivered within 1-3 working days. Users will follow guidance to take relevant samples and return their kit via Royal Mail. Once the provider has received the samples, results are typically provided within 48-72 hours via SMS, email or by logging into the online system – dependant on the user's preference. If treatment or follow up testing is required, the user will be contacted by a clinician. This service is available to anyone age 16+ and who is seeking asymptomatic STI testing or contraception. Anyone under 16 can access Haringey's dedicated young people sexual health service.
- 12.6 The proposal detailed in this report will continue the delivery of online sexual health services to Haringey residents. There are no negative impacts associated with this proposal.
- 12.7 From October 2023 to September 2024, the breakdown of service user demographics was as follows:

Age - The service is primarily used by adults aged 25–34 years, who accounted for 54.5% of all postal kit orders (25–29 years: 31.4%; 30–34 years: 23.1%). Young adults aged 22–24 years represented a further 13.6% of users. Uptake amongst those aged 45+ years was comparatively low (6.7%).

Gender- Service use is broadly balanced, with 53.5% female and 44.3% male users. Around 2% of users identified as non-binary, transgender or another gender identity, demonstrating inclusivity.

Race - The service reach is highly reflective of Haringey's diverse population. Whilst people identifying as White British (37.4%) form the largest user group, almost two-thirds of users come from other ethnic backgrounds. Notably, Black

Caribbean (10.2%) and Black African (8.8%) communities are well represented, alongside considerable uptake among mixed ethnicity and Latin American populations. This demonstrates the service's reach across diverse communities and supports efforts to reduce inequalities in access to sexual health services

Sexual orientation – Although sexual orientation is not directly reported, partner-sex data demonstrate usage by heterosexual, LGBTQ+ and bisexual populations. Notably, 17.4% of male users reported male partners, indicating strong engagement with MSM populations.

Socio-economic deprivation- The service is successfully reaching more deprived communities in Haringey, 50.5% of all orders originated from residents living in the four most deprived IMD deciles, compared with only 7.4% from the two least deprived deciles. This suggests the service is helping reduce access barriers and improve equity of access to sexual health services

12.8 *Summary conclusion*

The pan-London sexual health E-service is effectively reaching priority populations in Haringey, including young adults, ethnically diverse communities, LGBTQ+ populations and residents living in the most deprived areas, supporting equitable access to sexual health testing and reducing barriers to care.

The e-service indicates as having an overall positive impact on the Public Sector Equality Duty. To date there has been no evidence of direct discrimination, on the contrary, the service has identified several measures that improve access to sexual health services for a wide range of protected groups, including younger people, LGBTQ+ communities, racially minoritised populations, people with disabilities, and those experiencing stigma or confidentiality concerns. While some groups may face barriers to using a digital service, these are mitigated through referral pathways to face-to-face clinics, targeted engagement, and planned service improvements such as multilingual access and enhanced data collection.

13 **Use of Appendices**

n/a

14 **Background papers**

n/a

15 **Exempt information**

n/a

Report for: Cabinet - 15 September 2026

Item number: 14

Title: Substance misuse peer led service

Report authorised by: Dr Will Maimaris, Director of Public Health

Lead Officer: Olga Sevcenco, Project Officer – Combating Drugs Partnership
Email: olga1.sevcenco@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1. The Council currently commissions two separate substance misuse services: the Substance Misuse Peer-Led Service, delivered through a grant agreement, and the Substance Misuse Harm Reduction and Day and Night Outreach Service, delivered through a commercial contract. Both arrangements are due to expire on 30th of September 2026. To ensure continuity of service provision, new arrangements are required from 1st of October 2026.
- 1.2. Approval is therefore sought to undertake a procurement exercise for a single consolidated service and to award a new contract for an integrated Substance Misuse Peer-Led, Harm Reduction and Outreach Service commencing on 1 October 2026.
- 1.3. It is proposed that the aforementioned contract is awarded to Bringing Unity Back Into the Community (BUBIC) for 3 years, commencing from 1st October 2026 to 30th September 2029 with an optional period of up to 12 months. The total aggregated value of the contract would be £1,967,228, if fully extended.

2. Cabinet Member Introduction

- 2.1. Substance misuse affects individuals, families and neighbourhoods across Haringey. It can contribute to poor health, homelessness, exploitation, crime and insecurity. But people facing addiction are not a problem to be moved on; they are residents who need support, dignity and a realistic route back into stability.
- 2.2. This decision is about what kind of administration we want to be: do we wait for those in need to find the front door of our services, or do we commission a service that goes into communities and reaches people where they are?

- 2.3. That is why this peer-led service matters. Bringing Unity Back Into The Community (BUBIC) is trusted by people who are unlikely to engage with traditional services. BUBIC is a Black-led organisation, bringing culturally grounded leadership and community insight to a public health issue that affects residents across all communities. Its staff bring lived experience, local knowledge and credibility, and they work day and night in the places where help is most needed.
- 2.4. Cllr Ward and I visited BUBIC on 12 August, and we were struck by the quality of the service and the strength of the team led by Lanre. The workforce is trusted, empathic, challenging, supportive and unfazed, and it was an honour to be out with them until nearly midnight. The commitment and professionalism they showed were genuinely inspiring.
- 2.5. This is also about tackling inequality. The service reaches communities that are under-represented in the mainstream treatment system, including residents who may face cultural, social or practical barriers to accessing support. The recommendation will integrate peer support, harm reduction and outreach into one service, avoiding a gap in provision when the existing arrangements end. It will protect continuity, reduce duplication and give the Council a clearer basis for monitoring performance and outcomes.
- 2.6. We are not proposing this because it is the easiest option. We are proposing it because the evidence shows that the service is working, the provider is meeting its obligations, and there is no realistic alternative that can match its combination of local reach, lived experience and community trust.
- 2.7. The service takes a harm reduction approach, recognising that many service users are not yet ready to abstain from drugs on an ongoing basis. We would like to go further than national frameworks currently allow us on harm reduction interventions in order to safeguard some of our most vulnerable residents. We will, therefore, be advocating for the local provision of safe inhalation pipes for crack users as a first step in this.
- 2.8. The contract will be funded from the Public Health Grant, with a maximum value of £1.967 million over four years. This is an investment in prevention, safer communities and better outcomes for residents and it can also reduce pressure on more expensive services across health, housing, social care, policing and community safety.
- 2.9. Cabinet should therefore support this recommendation: to keep reaching people who are too often missed, to protect residents from avoidable harm, and to ensure that recovery support remains local, trusted and available when people need it.

3. Recommendations

- 3.1. It is recommended that Cabinet approves:

- 3.1.1. In accordance with Contract Standing Orders (CSO) 2.01 (b), the Council commencing a procurement exercise for an integrated Substance Misuse Peer-Led, Harm Reduction and Outreach Service with the aim of appointing a suitable service provider; and
- 3.1.2. Pursuant to CSO 2.01 (c), the award of the contract to Bringing Unity Back Into the Community (BUBIC) for the delivery of the above service for an initial period of three (3) years, from 1st of October 2026 to 30th of September 2029, at a total cost of £1,475,421 with an option to extend for further period(s) of up to 12 months. The total aggregated contract value will be £1,967,228, if fully extended. The procurement process has been conducted in compliance with the Health Care Services (Provider Selection Regime) Regulations 2023, using Direct Award Process A and as permitted under CSO 10.1.

4. Reasons for decision

- 4.1. The proposed request for procurement and contract award is essential to ensure the uninterrupted continuation of peer support and outreach services for individuals affected by substance misuse in Haringey. The current substance misuse peer support service and the provision for substance misuse support, harm reduction, and day and night outreach are all due to end on 30th of September 2026. Approving the recommendation will maintain service stability while enabling the continuity of the service till 2029 (2030, if fully extended).
- 4.2. Peer-led interventions remain a key requirement of the national Substance Misuse Treatment and Recovery Framework, monitored nationally by Office for Health Improvement and Disparities (OHID). These interventions are proven contributors to improved engagement, increased treatment retention and enhanced recovery outcomes. Awarding this contract ensures the Council continues to meet its statutory responsibilities under the national drug strategy. The service will be entirely funded through the Public Health Grant, ensuring no additional financial burden on the Council.
- 4.3. Existing provider is meeting requirements (service provider is delivering the service well, meeting performance expectations and fulfilling contractual obligations). The service is achieving its objectives without issues.
- 4.4. BUBIC's model delivered by trained recovery peers operating a dedicated day-and-night outreach team has demonstrated clear and immediate impact. The outreach van/team attends known drug hotspots across the borough, actively supporting people who are either not engaged with treatment or are at heightened risk of harm. The team's presence both day and night has identified significant previously unmet need, reaching residents who are not visible to treatment services or who feel most vulnerable outside standard service hours. Feedback from the community, including a community poll, highlighted the value of this provision and directly informed the expansion into night-time sessions.

- 4.5. BUBIC has consistently delivered a high-performing and fully compliant service, meeting all objectives set out in the current grant agreement. Their deep community links, trusted peer workforce, and specialised expertise make them uniquely positioned to continue providing this service without disruption. Awarding the contract therefore represents the option that maximises service quality, operational continuity, and value for money, while supporting statutory duties and local strategic priorities.

5. **Alternative options considered**

- 5.1. **Do Nothing** – The Council could choose not to recommission the services. This option is not recommended. The current services provides significant added value to the core clinical treatment pathway commissioned by the Council and plays a vital role in building recovery capital for residents seeking to overcome substance misuse. Evidence from service outcomes demonstrates its effectiveness in motivating change, supporting sustained recovery, and enabling people to reintegrate into their communities.
- 5.2. **Undertake a Competitive Tender Process** - The option to go to market for this service was considered but rejected. Previous attempts to competitively procure this provision have been unsuccessful. The service delivered by BUBIC is unique: it is entirely peer-led by former service users and local residents, is culturally aligned with Haringey's communities, and is deliberately positioned outside the traditional drug treatment system. These characteristics are central to the service's credibility and effectiveness.

The existing provider is performing strongly, meeting all contractual obligations, achieving service objectives, and contributing to the Council's statutory responsibilities under the national Substance Misuse Treatment and Recovery Framework.

Running a competitive tender would not yield a better outcome for residents or taxpayers. It would introduce unnecessary disruption, risk destabilising a high-performing service, and is unlikely to attract organisations with the specialist expertise required.

6. **Background information**

- 6.1. Haringey Council commissions harm reduction, treatment and recovery services to support residents affected by substance misuse and to meet its public health responsibilities. While clinical treatment services provide assessment, prescribing and structured interventions, not all residents are ready or willing to engage with traditional treatment. The Council therefore also commissions a peer-led service, which is delivered by residents with lived experience of substance misuse and recovery. Through community outreach, harm reduction advice and peer support, the service engages residents in places and settings where they feel comfortable, builds trust, reduces immediate risks and helps residents access treatment when they are ready.

6.2. BUBIC complements the Council's clinical treatment service by providing support from residents with lived experience of recovery. As a Black-led organisation with over 25 years' experience supporting residents affected by crack cocaine use in Haringey, BUBIC has developed trusted relationships within communities that can be harder for statutory services to reach. This enables the service to engage residents in harm reduction and treatment who may otherwise remain disconnected from support and helps them access treatment, sustain recovery and improve their wellbeing.

6.3. BUBIC is uniquely placed to deliver this service because it is an established Lived Experience Recovery Organisation (LERO), meeting the nationally recognised principles for peer-led recovery organisations supported by the Office of Health Improvement and Disparities (OHID). National research identified only around 33 LEROs operating across England, making this a relatively small and specialist sector. BUBIC is one of the longest-established organisations of its kind, having set up in Haringey since 2000. BUBIC's strength lies not only in its lived experience leadership but also in its deep local knowledge of Haringey's neighbourhoods, communities and drug-related harms. As a Black-led organisation with longstanding relationships across the borough, it can safely access residents and locations that statutory and mainstream providers often cannot reach, including residents involved in crack cocaine use and those gathering in high-risk settings. Through trusted relationships built over many years, outreach workers are able to engage residents who are disconnected from services, provide harm reduction advice in environments where other organisations would not be welcomed, and support residents into treatment and recovery. This local credibility, community trust and specialist expertise cannot be readily replicated by providers operating outside Haringey.

6.4. National and Local Context

6.4.1. Peer support delivered by people with lived experience of substance misuse is nationally recognised as an effective component of the drug treatment system. The National Institute for Health and Care Excellence (NICE) highlights peer-led interventions as valuable in promoting engagement, increasing motivation for change, and helping people sustain long-term recovery. National drug strategy expectations, monitored by the Office for Health Improvement and Disparities (OHID), emphasise the importance of early intervention, community outreach, and the expansion of recovery-focused services to improve outcomes and reduce drug-related harm.

6.4.2. Locally, Haringey continues to experience significant levels of substance misuse, disproportionately affecting residents in more deprived wards and those from Black and Minority Ethnic communities. The borough's corporate priorities, particularly around reducing inequalities, strengthening communities, and improving health and wellbeing require a recovery system that is accessible, trusted, and responsive to residents' needs.

6.5. History and Role of BUBIC

- 6.5.1. BUBIC has been delivering peer support in Haringey since 2000, this means they have 26 years of delivery experience. The organisation was founded by a group of Black African male residents who had years of chaotic crack use behind them. They had successfully completed treatment for crack cocaine in Haringey but could see a gap for community-led response. Their aim was **to give back to the borough** and to support others experiencing similar challenges.
- 6.5.2. BUBIC works exclusively in Haringey and has built strong local credibility. This locally rooted model enables the service to access communities and locations that statutory services often cannot reach, including drug-dealing hotspots, where they carry out preventative engagement and harm reduction work. The organisation is not part of the wider treatment market and therefore does not compete with clinical providers.
- 6.5.3. The service model offers the full public health approach to tackling substance misuse. Level 1 is universal prevention information for the community, in the form of both stalls and social media. Level 2 outreach to drug using hotspots, crack houses to give naloxone and harm reduction advice and walking people into treatment. Level 3 support alongside treatment including peer support groups, and accredited peer mentoring training. BUBIC is not a '9am-5pm' service, its residents caring for residents 'walking the walk' with residents wherever they are on their journey to recovery, this makes them unique. Continuity of delivery is particularly important given the vulnerable client group, the reliance on trusted relationships and the risks associated with disengagement from support pathways. Based on service performance, and established delivery infrastructure, there is currently no alternative provider operating that can demonstrate equivalent reach, lived experience leadership, community credibility and integration across these multiple functions.
- 6.6. **Funding Context** - The proposed contract will be funded through the Public Health Grant. The funding aligns with national expectations for investment in recovery support and contributes to the Council's wider efforts to strengthen Haringey's substance misuse system.
- 6.7. **Service Performance and Outcomes**
- 6.7.1. BUBIC has fulfilled all key requirements under the current grant. Recent performance demonstrates:
- Early intervention and community outreach to approximately 2,000 residents each year, including individuals using drugs and members of the wider community at risk of harm from non-opiate substances such as crack cocaine, cannabis, new psychoactive substances (NPS), and powder cocaine.
 - More than 1,000 attendances at peer-led support groups annually, helping residents to build recovery capital, strengthen personal resilience, and reduce relapse risk.
 - A 24/7 helpline, providing continuous access to support, information, and crisis advice.

- Over 6,000 community engagements, including outreach visits, awareness events, and harm reduction activities that improve community knowledge and resilience.
- 6.7.2. BUBIC is continuing to strengthen pathways into treatment, recovery and wider support services, making over 100 referrals and signposts on the quarterly basis to ensure individuals could access the help they needed. BUBIC is part of our program of work to end rough sleeping. They are the largest referrer into our substance misuse rough sleeping team with 83 referrals over the last 2 years 93% of whom have entered structured treatment.
- 6.7.3. A strong focus is also maintained on overdose prevention and harm reduction, including the distribution of naloxone kits to help reduce the risk of fatal overdoses. Alongside the provision of naloxone by the treatment provider, BUBIC distributes additional kits through its outreach and engagement activities, helping to ensure that naloxone reaches individuals who may be less likely to access traditional services. This collaborative approach has contributed to an average of ten reported lives being saved each quarter, highlighting the important role of community-based harm reduction interventions in preventing overdose-related deaths and improving engagement with wider support services.
- 6.7.4. Outreach workers complete an average of 35 structured home wellbeing checks each quarter, often for those that the main treatment services are concerned have disengaged from treatment. Enabling the early identification of risks, monitoring of health concerns, and regular contact with vulnerable individuals. Rapid outreach responses are provided to people experiencing homelessness, poor physical health and substance-related harm, helping to reduce immediate risks and improve access to support.
- 6.7.5. In addition, the Live & Direct group deliver targeted interventions for individuals in active addiction or at high risk of relapse, helping participants recognise distorted thinking, understand the impact of addiction, and make safer decisions in the present. The group recorded 83 engagements in the last quarter, demonstrating a strong level of participation and ongoing demand for this support.
- 6.7.6. Service users consistently report that the peer-led, non-clinical nature of the service makes it easier to engage compared with traditional treatment pathways. Feedback and service outcomes indicate that individuals experiencing multiple and complex needs, including substance misuse, homelessness, social isolation, and barriers to accessing support, are often more willing to engage when supported by peers with lived experience. Through sustained outreach, relationship-based engagement, and coordinated support, individuals are encouraged to access treatment, recovery services, accommodation support, and wider health and wellbeing

interventions. Evidence from service delivery suggests that this approach can improve engagement with treatment, increase stability, and support progress towards recovery, independence, and improved quality of life.

- 6.7.7. The service also delivers value for money through its contribution to preventing escalation into higher-cost interventions across housing, community safety, adult social care, policing and health services. During the current quarter, BUBIC received five referrals linked to suspected cuckooing and exploitation and undertook 21 outreach visits, alongside engagement with partners from the Cuckooing Team. Early intervention and sustained engagement can help reduce the need for more costly responses such as emergency accommodation, property repairs, closure orders, enforcement activity, safeguarding interventions, hospital admissions and substance misuse treatment escalation. Internal estimates indicate that a single complex cuckooing case can generate costs in excess of £80,000 across public services when accommodation costs, legal action, policing, social care involvement, healthcare interventions and property-related costs are considered. By identifying risks early, supporting vulnerable residents, facilitating access to treatment and coordinating multi-agency responses, the service helps reduce demand on other services while improving outcomes for residents. This preventative approach demonstrates wider social value beyond the direct activity delivered through the contract.

6.8. **Equalities and Resident Impact**

- 6.8.1. The service plays a significant role in reducing health inequalities. BUBIC supports communities disproportionately affected by substance misuse and who face barriers to clinical treatment. Approximately 38% of current service users are from Ethnic Minority backgrounds—more than double the proportion within the main drug treatment service (17%). This demonstrates BUBIC's ability to reach groups that statutory services struggle to engage.
- 6.8.2. The service also supports the Haringey Deal principles by working with communities in a collaborative, strengths-based way, fostering co-production, and promoting shared responsibility for building safer, healthier neighbourhoods.
- 6.8.3. **Stakeholder and Partner Views** - Local partners—including treatment providers, community safety teams, and outreach services—consistently highlight BUBIC as an essential component of the local recovery system. Residents and service users have been clear that the service provides a unique, trusted intervention that they want to see continued.
- 6.9. **Previous Decisions** - The Council has previously supported peer-led recovery support as part of its commissioned drug and alcohol system. The most recent decision was to extend the BUBIC grant to ensure continuity of service while wider system redesign work was undertaken.

6.10. **Risk Management** - The key risks identified relate to service continuity, engagement of vulnerable residents, and achievement of statutory public health outcomes. Discontinuing the service would increase the risk of relapse, reduce treatment engagement, and negatively impact community safety.

6.11. **Contract Management** - contract will be monitored through a combination of regular performance reviews, provider's meetings, and outcome reporting. The provider will be required to submit weekly and quarterly reports detailing activity levels, engagement figures, demographic data, referrals into treatment and support services, and evidence of reach into priority communities. Contract monitoring meetings will review delivery against agreed key indicators, service user feedback, case studies, and emerging trends or challenges.

7. **Contribution to the Corporate Delivery Plan High Level Strategic outcomes**

7.1. The proposal directly supports several high-level strategic outcomes within Haringey's Corporate Delivery Plan, particularly those relating to resident experience, wellbeing, and enabling success in our communities.

7.2. **Resident Experience:** The continuation of a trusted, peer-led substance misuse support service improves the experience of some of the borough's most vulnerable residents by ensuring access to responsive, culturally competent, and locally rooted support. BUBIC's approach reflects the broader ambition to provide services that are person-centred, preventive, and grounded in strong relationships with communities. The 24/7 helpline, targeted outreach, and peer-led groups all contribute to timely, accessible support that meets residents where they are.

7.3. **Enabling Success:** The proposal also aligns with the principles of the Haringey Deal, working collaboratively with local communities, valuing lived experience, and empowering residents to be part of the solution. BUBIC's model exemplifies co-production, community leadership, and partnership-based service delivery.

8. **Carbon and Climate Change**

8.1. This proposal supports the Council's wider commitment to responding to the climate emergency by contributing to a more resilient, sustainable, and community-based service model. While the primary purpose of the contract is to support residents affected by substance misuse, several operational practices within the service help reduce environmental impact.

8.2. Outreach activities are targeted within neighbourhoods, allowing staff to work in small geographical areas and utilise active travel where practical. The service also makes use of shared community venues, minimising energy usage associated with dedicated buildings.

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

9.1. Finance

- 9.1.1. Public Health has a funding allocation for substance misuse services. The annual peer support contract value of £175,532 over four years. And an annual DATRIG (Drug and Alcohol Treatment and Recovery Innovation grant) allocation for outreach of £316,275. The substance misuse, harm reduction and day and night outreach service will be integrated with DATRIG- funded element to form a single contract with a combined annual value of £491,807.

The new contractual arrangements are required from 1st of October 2026 – 30th of September 2030 at the value of £1,967,228 and this will be met within the allocated substance misuse Public Health grant.

The forecast for substance misuse Public Health grant indicates it will continue to 2029/30 which is subject to change as Public Health grant is regularly being reviewed.

9.2. Strategic Procurement (BV/PH/ 26-059 -7.26)

- 9.2.1. The proposed Integrated Substance Misuse Peer-Led, Harm Reduction and Outreach Service falls within the scope of the Health Care Services (Provider Selection Regime) Regulations 2023 ("the PSR"), which governs the award of healthcare service contracts.
- 9.2.2. Regulation 6 of the PSR permits the use of Direct Award Process A where there is no realistic alternative provider capable of delivering the required services. Following consideration of the service requirements, market position, and the specialist nature of the provision, it is considered that Bringing Unity Back Into the Community (BUBIC) is uniquely placed to deliver this service. BUBIC is a locally established, peer-led organisation with a proven track record of effectively engaging communities disproportionately affected by substance misuse and those less likely to access traditional clinical services as further outlined at paragraph 6.
- 9.2.3. The incumbent provider has consistently delivered strong outcomes and has demonstrated its ability to meet the Council's service objectives. The organisation is a trusted and integral partner within Haringey's substance misuse treatment and recovery system, providing continuity of support to some of the borough's most vulnerable residents.
- 9.2.4. Robust contract management arrangements will be in place to monitor service delivery and performance throughout the contract term. This will include regular contract review meetings, performance monitoring against agreed key performance indicators, and ongoing assessment of service outcomes to ensure that the Council continues to receive value for money and that risks are appropriately managed.

- 9.2.5. In accordance with Contract Standing Orders 10.01 (Direct Awards) and 2.01(c), Cabinet may approve the award of contracts with a value of £500,000 or above

9.3. **Legal**

- 9.3.1. The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.
- 9.3.2. Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet may approve the commencement of a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3.1.1 of the report is in line with the Council's CSO.
- 9.3.3. Pursuant to the provisions of the Council's CSOs 10.01 and 2.01(c), Cabinet has authority to approve the award of a contract by way of direct award where the value of the contract is £500,000 or more and as such the recommendation in paragraph 3.1.2 of the report is in line with the Council's CSO.
- 9.3.4. The content of the report also indicates that the award is compliant with Regulation 6 of the Health Care Services (Provider Selection Regime) Regulations 2023.
- 9.3.5. The Director of Legal and Governance (Monitoring Officer) sees no legal reasons preventing the approval of the recommendations in the report.

9.4. **Equality**

- 9.4.1. The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - advance equality of opportunity between people who share those protected characteristics and people who do not
 - foster good relations between people who share those characteristics and people who do not
- 9.4.2. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 9.4.3. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.4.4. Substance misuse is a highly stigmatised issue, and individuals with protected characteristics—including race, disability, age, and sex—often face

compounded barriers to accessing treatment and support. Locally, evidence demonstrates that substance misuse disproportionately affects residents in more deprived communities and those from ethnic minority backgrounds. Current service data shows that approximately 38% of BUBIC service users are from ethnic minority backgrounds, compared with 17% within the main treatment system. This indicates that the service is effectively reaching groups that are less likely to engage with traditional clinical provision.

- 9.4.5. The proposed commissioning approach actively advances equality of opportunity by continuing a trusted, peer-led model that is culturally competent, community-rooted, and accessible outside of traditional service settings. BUBIC's delivery model—based on lived experience, local credibility, and outreach into community settings and known hotspots—reduces structural and cultural barriers to engagement. The inclusion of day and night outreach further ensures that individuals who are most vulnerable, including those at higher risk of harm outside standard hours, are able to access support.
- 9.4.6. The service also contributes to fostering good relations by working collaboratively within communities, promoting understanding of substance misuse, and reducing stigma through education, engagement, and visible peer leadership. Its strengths-based and co-produced approach aligns with the Haringey Deal by empowering residents to support one another and participate in recovery-focused networks.
- 9.4.7. No negative equality impacts have been identified as part of this proposal. The continuation of the service is expected to have a positive impact across multiple protected characteristic groups, as well as on those experiencing socioeconomic disadvantage, which the Council recognises as a local priority. Ongoing contract management will ensure that equity of access and outcomes continues to be monitored, including analysis of service user demographics, engagement levels, and outcomes across different groups.

10. Use of Appendices

- 10.1. None

11. Background papers

- 11.1. Not applicable

MINUTES OF THE Cabinet Member Signing HELD ON Friday, 10th July, 2026, 2.30 - 3.00 pm

PRESENT:

Cabinet Member: Jo Kuper

29. FILMING AT MEETINGS

RESOLVED: The filming at meetings notice was noted.

30. APOLOGIES FOR ABSENCE

There were none.

31. DECLARATIONS OF INTEREST

There were none.

32. URGENT BUSINESS

There were none.

33. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

34. INTERIM 2026/27 CRISIS AND RESILIENCE FUND POLICY

DECLARATIONS OF INTEREST MADE FOR THIS ITEM:

None

The Cabinet member was informed that the scheme would run until 31 March 2029, replacing both the Household Support Fund (HSF) and Discretionary Housing Payments (DHP). Responsibility for administering the fund had been delegated to local authorities, with Haringey Council allocated £5,932,161 for 2026/27.

It was noted that the CRF had four principal objectives:

- To provide crisis support to low-income households experiencing material deprivation.
- To offer additional assistance with rental costs for low-income residents unable to meet their housing liabilities.
- To deliver services aimed at improving residents' financial resilience.
- To strengthen community collaboration and enhance the provision of advice services across the borough.

The report sought approval for a targeted investment package funded through the CRF, balancing immediate crisis support with longer-term measures to improve financial resilience.

It was also noted that the decision authorised expenditure against CRF objectives one, three and four, enabling the commencement of resilience-building and community collaboration initiatives. This was intended to complement expenditure previously approved on 24 March 2026, which had focused on objectives one and two.

RESOLVED:

That the Cabinet Member for Tackling Inequality and Resident Services:

1. Noted the annual Crisis and Resilience Fund (CRF) allocation from the Government of £5,932,161 for the three-year period from 1 April 2026 to 31 March 2029.
2. Noted the expenditure of £2,470,000 authorised through the decision made on 24 March 2026.
3. Approved the extension of free school meal holiday vouchers until September 2026 at an estimated additional cost of £966,000, followed by a more targeted approach to holiday payments for households experiencing financial hardship, to be determined later in the year in accordance with paragraph 3.12.
4. Approved estimated expenditure of £1,742,338 for the expansion of the Financial Support Team, as detailed in the report.
5. Approved estimated expenditure of £200,432 to increase the number of crisis fund decision-makers by two Benefits Officers for a period of two years.
6. Approved estimated one-off expenditure of £30,000 for the development of a streamlined online application form integrating multiple crisis fund applications and a benefits calculator.
7. Approved estimated expenditure of £220,221 to fund a strategic community coordination role supporting the design, co-production and delivery of the borough's approach to tackling poverty.
8. Approved estimated expenditure of £206,357 for the administration of the scheme, including staff resources for Housing Payments and the year two cost of the Low-Income Family Tracker.
9. Noted that all costs were estimates based on current data and forecasts and could vary according to actual demand and other relevant factors.

10. Approved delegated authority to the Corporate Director for Environment and Resident Experience to manage the budget in accordance with the principles and criteria set out in the Policy and the CRF outcome measures.
11. Agreed that the Policy in Appendix A would be updated to reflect the recommendations approved through the decision.

Area of expenditure	2026/27	2027/28	2028/29
Free school meal holiday vouchers	£1,416,000	£0	£0
Resilience services	£629,966	£842,945	£269,427
Housing support	£1,192,000	£0	£0
Crisis Fund decision-making	£73,500	£100,940	£25,992
Crisis and hardship payments	£550,000	£0	£0
Community coordination	£43,306	£87,150	£89,765
Administration	£422,057	£57,300	£0
Digital improvement	£30,000	£0	£0
Total	£4,356,829	£1,088,335	£385,184

12. Delegated authority for the allocation of the remaining year one CRF funding, estimated at £1,575,332, to the Corporate Director for Environment and Resident Experience, in consultation with the Cabinet Member for Tackling Inequality and Resident Services. This also included authority to allocate year two CRF funding to cover the Easter school holiday period, if required.
13. Noted the ongoing development of an Anti-Poverty Strategy to inform future updates to the Policy.

Reasons for the decision

Haringey Council remained committed to supporting residents experiencing financial hardship. The Department for Work and Pensions (DWP) provided funding to local authorities through the CRF, recognising that councils were well placed to allocate resources in response to local needs.

The CRF guidance allowed local authorities to determine how funding was allocated within the framework of the programme's objectives. The DWP also expected authorities to invest in preventative measures as well as direct crisis support.

The decision brought the year one CRF allocation to £4,356,829, the year two allocation to £1,088,335 and the year three allocation to £385,184. Funding was targeted at residents with the greatest identified need and was consistent with the aims of the scheme.

External modelling indicated that a significant proportion of benefits available to eligible residents in Haringey remained unclaimed, with an estimated value of £160 million. While the report authorised expenditure for only part of the available grant funding, it supported the development of services intended to help residents access

their entitlement and navigate the benefits system. Further updates to the Policy were anticipated over the funding period to reflect the council's Anti-Poverty Strategy, emerging evidence and changing local needs.

The Policy extended support to September 2026 for low-income households with children eligible for free school meals through the provision of school holiday vouchers. This represented the maximum period for universal provision allowed under DWP guidance. The council was also reviewing arrangements for holiday support from the 2026/27 academic year onwards, with the intention of introducing a more targeted approach focused on households at risk of financial hardship while supporting longer-term financial resilience.

The redesign and expansion of the Council's Financial Support Team were intended to increase outreach activity and community-based support. Extended operating hours for the financial support helpline were also expected to improve accessibility for residents.

Additional funding was allocated to increase the number of officers making crisis support decisions, enabling more comprehensive assessments and associated support to be provided.

Approval was also sought to improve the Council's digital application process, enabling residents to apply for multiple crisis funds through a single online portal and receive information about potential benefit entitlement.

Alternative options considered

Consideration was given to delaying implementation until a full year one Policy had been developed. This option was not pursued because it would have delayed financial support and reduced the intended impact of the CRF.

Consideration was also given to committing the entire allocation at this stage. This option was not pursued because the council's Anti-Poverty Strategy was still being developed and was expected to inform future allocation of the remaining funding.

Other options considered included:

- Ending all school holiday support after September 2026.
- Implementing a smaller expansion of the teams responsible for crisis fund decisions and one-to-one financial support.

These options were not pursued because they were assessed as insufficient to meet the level of financial support need identified within the borough.

CABINET MEMBER:

Signed by Cabinet Member

Date

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MINUTES OF THE Cabinet Member Signing HELD ON Monday, 20th July, 2026, 3.00 - 3.12 pm

PRESENT:

Councillors: Dixie-Ann Joseph

1. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

2. APOLOGIES FOR ABSENCE

There were none.

3. DECLARATIONS OF INTEREST

There were none.

4. URGENT BUSINESS

There was none.

5. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

6. SELBY URBAN VILLAGE - APPROVAL TO PROCURE ARTIFICIAL GRASS PITCH WORKS CONTRACTOR

The Regeneration Manager introduced the report. The rationale for the report was explained.

It was explained, following questions, that the choice to introduce artificial pitches on this site would provide all year and all-weather provision. It was stressed that there was demand for this type of pitch and a lack of supply, which would be met by this pitch. It was explained that there were other pitches that had been implemented which were grass pitches.

RESOLVED:

Following consideration of the exempt information, the Cabinet Member for Placemaking and Local Economy:

1. Approved the commencement of a tendering process for a construction works contractor for the Artificial Grass Pitch at Selby Urban Village development, using the Football Foundation's AGP Framework.

Reasons for the decision:

The Selby Urban Village development comprised 202 new Council homes, a commercial unit, a community building, a changing pavilion, and enhanced park and sports facilities. The Council entered into a build contract for the construction of the Selby Urban Village development. The award of the contract was approved by Cabinet Member Signing on 19 February 2026 through the report *Award of Main Works Contract for the Construction of Selby Urban Village, N17*.

The Council secured grant funding from the Football Foundation to part-fund enhanced sports facilities at Selby Urban Village, including the construction of a 3G artificial grass pitch (AGP).

The 3G pitch provided all-weather, year-round access to multi-sports facilities, driven by the need to maximise access in the east of the borough where there was significant unmet demand for artificial pitches. This area experienced high socioeconomic deprivation relative to the rest of the borough, and the facilities improved the health and wellbeing of local residents and communities through sport and physical activity.

The Football Foundation's grant conditions required that the artificial grass pitch be delivered by a works contractor appointed through a mini competition under the Football Foundation's AGP Framework.

The estimated contract value for the AGP works required approval to commence a procurement exercise under the Council's Contract Standing Order (CSO) 2.01.b), with the decision delegated to a Cabinet Member in accordance with CSO 0.08. The estimated cost of procuring and delivering the AGP had previously been reported and included within the overall Selby Urban Village Phase One project budget, which was approved in the Cabinet Report dated 19 February 2026. The AGP procurement programme was aligned with the main works delivery contract, with the site programmed to be handed over to the AGP contractor in December 2026 following completion of the cut-and-fill groundworks by the main contractor.

It was anticipated that the award of contract for the AGP works contractor would be brought forward for Cabinet or Cabinet Member approval in November 2026.

To enable access to the AGP Framework, the Council signed a Framework Joining Agreement with the Football Foundation in May 2026.

Alternative Options Considered

Do not tender for AGP works

The Council could have decided not to tender for or undertake the AGP works. However, the 3G artificial grass pitch was part-funded by the Football Foundation, and this approach would not have met the Foundation's grant requirements. Consequently, the funding could not have been drawn down. The 3G pitch also

formed a key component of the sporting facilities and commitments associated with the Selby Urban Village development.

Deliver natural grass pitches rather than a combination of natural and artificial pitches

The option of delivering only natural grass pitches was reviewed due to environmental considerations relating to artificial grass pitches. However, this option was discounted because natural grass pitches alone would have offered limited capacity. Sport England noted that “a properly maintained artificial grass pitch can sustain up to 80 hours of use a week, providing an average of around 1,400 playing opportunities. This compares favourably to a good-quality grass pitch, which can sustain just six hours a week, accommodating an average of around 100 playing opportunities.”

The Selby Urban Village development therefore proposed grass pitches for cricket and football alongside an all-weather 3G pitch, enabling year-round sport while improving sustainability and community health outcomes. The all-weather surface supported significantly greater capacity, allowing more teams across different age groups to train, compete and participate in activities, including youth engagement programmes, walking football, inclusive and disability provision, and training opportunities for referees and coaches.

In-house delivery of AGP works

There was no existing resource within the Council with the capacity, specialist expertise or qualifications required to deliver the AGP construction works. In addition, this approach would have been contrary to the Football Foundation's grant requirements and would have prevented the grant funding from being drawn down.

Invitation to tender via the LCP Framework

Tendering through the LCP Framework would not have met the Football Foundation's grant requirements and therefore would not have enabled the Council to draw down the available grant funding.

7. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the Cabinet Member agreed that for Item 8 to exclude the press and public from the meeting as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

8. EXEMPT SELBY URBAN VILLAGE - APPROVAL TO PROCURE ARTIFICIAL GRASS PITCH WORKS CONTRACTOR

The exempt report was discussed.

RESOLVED:

The exempt report was noted and agreed.

CHAIR:

Signed by Chair

Date

MINUTES OF THE Cabinet Member Signing HELD ON Thursday, 23rd July, 2026, 9.00 - 9.20 am

PRESENT:

Councillors: Gio Iozzi

9. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

10. APOLOGIES FOR ABSENCE

There were none.

11. DECLARATIONS OF INTEREST

There were none.

12. URGENT BUSINESS

There were none.

13. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

14. HEARTLANDS BUS PROPOSALS FOR ROUTES 91, N91 AND 232

The Council sought to determine whether highway changes required to support the extension of bus routes 91, N91 and 232 into the Heartlands area of Wood Green should be implemented. The extensions had been approved by Transport for London on 14 March 2024 and were intended to serve the Haringey Heartlands development, which was expected to deliver approximately 2,000 new homes on the former Gas Works site.

The proposed routes were planned to operate along Mayes Road, Coburg Road, Western Road, Mary Neuner Road and Clarendon Road. Following consultation in January 2024, the Council considered all responses and approved the proposals, implementing all measures except those directly required to extend and facilitate the bus routes. These outstanding measures were not implemented at the time because a suitable location for bus driver welfare facilities had not been identified.

DECLARATIONS OF INTEREST MADE FOR THIS ITEM:

None.

RESOLVED:

That the Cabinet Member for Climate Action:

2.1 Considered all feedback, including objections received to the proposed traffic management orders, as set out in Appendix D, on the proposals outlined in Appendix A and summarised in Table 2 of this report together with officer's recommended response set out in Section 5 of this report.

2.2 Agreed that the Council shall exercise its discretion to not cause a public inquiry to be held.

2.3 Approved the implementation of the proposals outlined in Appendix A, except the proposals to implement the bus stand on Coburg Road, as explained in paragraph 2.4 below.

2.4 Approved the implementation of the revised proposals for the bus stand on Coburg Road, as detailed in Appendix B (change includes extending the proposed bus stand from 12m to 23m following a request from Transport for London (TfL), as two buses will use the stand simultaneously).

2.5 Approved the making of all necessary traffic management orders (TMOs) to give effect to the proposed changes set out in Appendix A and Appendix B for parking, waiting and loading changes required to implement a bus stand in Coburg Road and bus stop in Mayes Road.

2.6 Authorised the Head of Highways and Traffic to make all necessary traffic management orders (TMOs) and publish notice of/notify objectors of the TMO/place a copy of the TMO with the documents available for public inspection at the Council's offices and to install / undertake the highway infrastructure necessary to give effect to the design set out in Appendix A and Appendix B.

Reasons for decision:

3.1 Following a review of bus operations and future bus service needs for Wood Green, TfL consulted between October and December 2023 on changes to 4 bus routes that serve Wood Green High Road and Turnpike Lane (Routes 91, N91, 123 and 232).

3.2 Following this consultation exercise, TfL took the decision in March 2024 to implement its proposals, which will mean two new bus routes, Route 91/N91 and 232, will in the future serve the new Heartlands development (route 232 will have a temporary route in place until 2028, with changes to the permanent route after this date). The new routes will run along via Mayes Road, Coburg Road, Western Road,

Mary Neuner Road and Clarendon Road. TfL plans to remove route 123 from Wood Green High Road.

3.3 To facilitate the new bus routes, the Council will need to make changes to the roads identified in paragraph 3.2 above, as recommended in paragraphs 2.3 to 2.5 above

Alternative options considered

4.1 Do nothing

4.2 This option was rejected as it would conflict with the Council's duty described in paragraph and the need to carry out a review of the impacts of new housing developments, providing accessible transport infrastructure.

4.3 The proposals will help facilitate the new bus routes to benefit residents and businesses including those occupying the new development, as the bus routes will provide access to public transport in close proximity to the premises.

4.4 The proposals align with the Council's Transport Strategy (2018), which seeks to connect communities, workplaces and high streets in managing growth impacts, carbon emissions by prioritising sustainable transport choices. The aim of this is to result in safer and less congested highways.

CABINET MEMBER:

Signed by Cabinet Member

Date

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MINUTES OF THE CABINET MEMBER SIGNING MEETING HELD ON FRIDAY 24 JULY 2026, 3:00PM – 3:10PM

PRESENT: Councillor Erin Wolson, Cabinet Member for Culture & Leisure

In attendance: Jess Crowe, Corporate Director, Culture, Strategy & Communities and Nazyer Choudhury, Principal Committee Co-Ordinator

1. FILMING AT MEETINGS

The Cabinet Member referred to the notice of filming at meetings and this information was noted.

2. APOLOGIES FOR ABSENCE

There were no apologies.

3. DECLARATIONS OF INTEREST

There were none.

4. URGENT BUSINESS

There was no urgent business.

5. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

6. HARINGEY CULTURE COLLECTIVE GOVERNANCE: AMENDMENT TO ARTICLES OF ASSOCIATION AND APPOINTMENT OF INDEPENDENT TRUSTEES

The report sought Cabinet Member approval for a minor amendment to the Articles of Association of Haringey Culture Collective (HCC), a charitable company established to support the delivery and legacy of Haringey's London Borough of Culture 2027 programme.

Cabinet approved the Articles of Association of Haringey Culture Collective on 15 July 2025. Following subsequent engagement with the Charity Commission as part of the charity registration process, it had been identified that the organisation's charitable objects required amendment before charitable status could be granted.

In order to be charitable, an organisation's objects must be worded precisely, must fall within recognised charitable purposes under the Charities Act 2011 and must

accurately reflect the charitable purposes that the organisation will pursue. These principles had been established through charity law and case law over many years. The Charity Commission had recommended an alternative form of words which the Cabinet Member is asked to approve, set out at Appendix 1.

The Cabinet Member was also asked to approve the appointment of additional independent Trustees, following an open recruitment process overseen by the Board of Trustees of HCC. The biographies of the recommended candidates are set out in Appendix 2 of the report.

The Cabinet Member RESOLVED

1. Approve the amendment to Article 4 (Objects) of the Haringey Culture Collective Articles of Association as set out in the Special Resolution attached at Appendix 1.
2. Authorise Haringey Culture Collective to take all necessary steps to implement the amendment, including completion of the Special Resolution and any associated filings with Companies House and the Charity Commission.
3. Approve the appointment of the recommended independent Trustees whose biographies are set out at Appendix 2.

Reasons for decision

The amendment was required to enable Haringey Culture Collective to secure charitable status.

In order to be charitable, an organisation's objects must be drafted with precision, must fall within recognised charitable purposes under the Charities Act 2011 and must accurately reflect the charitable purposes being pursued. Following consideration of Haringey Culture Collective's governing document, the Charity Commission had advised that the current objects should be amended before charitable status could be granted.

Approval of the amendment will support the registration of Haringey Culture Collective as a charity, provided greater clarity regarding its charitable purposes and ensured the organisation's governing document accurately reflects its intended activities.

Appointment of Trustees to HCC as a Council-founded charity fell to the Council, based on the recommendation of the organisation's governing body. The HCC Trustee Board on 27 May 2026 considered the outcome of the recent open recruitment exercise and recommended a shortlist of candidates for final interview by the Chair and CEO before final recommendations would be put to the Council for approval.

This was a non-key decision as it did not result in significant expenditure or savings and did not have significant effects on communities living or working in two or more wards beyond those already considered and approved by Cabinet when establishing the organisation. The Trustee positions were unpaid and voluntary.

Alternative options considered

Retain the existing Articles of Association approved by Cabinet on 15 July 2025

This option was not recommended because the Charity Commission had advised that the charitable objects required amendment before Haringey Culture Collective could be registered as a charity. Retaining the existing wording would therefore risk preventing Haringey Culture Collective from obtaining charitable status. This would have implications for the organisation's governance arrangements and its ability to operate as the charitable vehicle established to support the delivery and legacy of Haringey's London Borough of Culture 2027 programme. The proposed amendment was therefore considered necessary.

CABINET MEMBER: Councillor Erin Wolson

Signed by Cabinet Member:

Date24 July 2026.....

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MINUTES OF THE Cabinet Member Signing HELD ON Monday, 27th July, 2026.

PRESENT:

Councillors: Johann Beckford

7. FILMING AT MEETINGS

The Cabinet Member referred to the notice of filming at meetings and this information was noted.

8. APOLOGIES FOR ABSENCE

There were no apologies.

9. DECLARATIONS OF INTEREST

There were none.

10. URGENT BUSINESS

There was no urgent business.

11. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

12. NEC HOUSING RE-PROCUREMENT

DECLARATIONS FOR THIS ITEM:

NONE

Approval was sought to commence the re-procurement of a housing management system and to award a new contract in accordance with Contract Standing Orders (CSOs) 2.01(b) and 2.01(c). The re-procurement was required to ensure the Council could continue delivering its essential housing management functions, including the collection of tenant rents, the collection of leaseholder service charges, the management of maintenance and repair works across Council estates, and the case management of homeless households in support of statutory duties and safeguarding responsibilities. The existing five-year contract for the Council's housing management solution was due to expire on 31 July 2026 and contained no option to extend, necessitating the procurement of a replacement contract.

RESOLVED:

That the Cabinet Member for Finance and Corporate Services, following consideration of the exempt information:

1. Approved the commencement of the procurement for a new contract for a housing management solution under CSO 2.01b
2. Approved the implementation of CSO 7.02 use of the Vertical Application Solutions framework (RM6259) under Crown Commercial Services to permit a direct call off and award a contract pursuant to CSOs 0.08 and 2.01c to NEC Software Solutions UK Limited.
3. Approved the proposed contract for a period of 4 years from 1 August 2026 to 31 July 2030 at a cost of £561,400 (excluding contingency as set out in the Part B report).

Reasons for decision

The use of the Vertical Application Solutions (VAS) framework is the most efficient route to re-procure a housing system because all the terms and conditions are already set out in the framework for the supplier, and all the pre vetting have been completed. This framework is for specialised line-of business systems including housing management, which aligns to the Council's statutory duties for the service.

If the proposed Housing contract was not approved and implemented:

- Whilst the NEC Housing application would remain operational in the short term, failure to complete the contract award would leave the Council without a support and maintenance agreement for its core Housing Management System
- This would expose the Council to increasing operational, financial and compliance risks, including loss of vendor support, software updates, regulatory changes and specialist technical assistance required to maintain the system and support delivery of statutory Housing services. Repairs and maintenance delivery would also be critically affected, as no works orders could be raised or issued to contractors, leaving residents without essential repairs.

Overall, the Council would be unable to operate key landlord housing functions, meet legal obligations, or maintain service continuity across the estate.

Alternative options considered

Do nothing This is not a viable option as the current contract Housing management solution expires on 31st July 2026 and the Council needs to continue operationally with its housing transactions.

Undertake a mini tender competition using the G-Cloud framework. General Page 3 This would be more expensive than using the VAS framework and would require

resources across the Council to conduct the competition. Please refer to the attached appendix 1; Part-B for more information regarding the price difference.

Undertake a full procurement. The option to undertake a full tender has not been considered because it was deemed that the level of Authority's resources and time required to complete a full tender process was not justified when suitable compliant Framework Agreements is available. In addition, the VAS framework provides additional benefits because it enables access to Government favourable terms and conditions using the new Public Sector Contract (PSC). Finally, the housing application market has shrunk considerably over recent years and there are only two or three potential alternate suppliers for a council with a housing stock of our size.

13. EXCLUSION OF THE PRESS AND PUBLIC

Item 8 was subject to a motion to exclude the press and public be from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3, namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

14. EXEMPT - NEC HOUSING RE-PROCUREMENT

The Cabinet Member considered all exempt information.

CABINET MEMBER:

Signed by Cabinet Member

Date

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MINUTES OF THE Cabinet Member Signing HELD ON Friday, 7th August, 2026, 3:30 - 3:40pm

PRESENT:

Councillors: Tammy Hymas

ALSO ATTENDING: Kodi Sprott, Committee and Governance Officer, Jon Southern, Strategic Applications Team Manager, Jack Goulde, Head of Design Quality and Acquisitions

1. FILMING AT MEETINGS

The Cabinet Member referred to the notice of filming at meetings and this information was noted.

2. APOLOGIES FOR ABSENCE

There were no apologies for absence.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. URGENT BUSINESS

There were no items of urgent business.

5. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

6. ACQUISITION OF COUNCIL HOMES AT 76 MAYES ROAD, WOOD GREEN, N22 6SY.

This report sought the reapproval for the acquisition of 21 newly constructed Council homes which form part of the redevelopment of the Former Petrol Filling Station, 76 Mayes Road, Wood Green N22 6SY. The redevelopment of the site was completed by Weston Homes (the Developer) creating 83 homes and 6 commercial units.

The acquisition of these homes was approved by the then Cabinet Member, Housing and Planning on 5th May 2026. Since that approval, there had been a material changes to the funding structure and financial performance of the acquisition. As a result, this transaction was being referred to the Cabinet Member for Housing for a revised approval and to enable completion of the transaction.

RESOLVED

The Cabinet Member for Housing:

1. Agreed and entered into the Agreement for Sale with Weston Homes PLC as outlined in the Part B (Exempt) Report at appendix 2.
2. Agreed and entered into 21 separate leases granted from Weston Homes PLC and Caxton Square Management Company Limited to the Council as outlined in the Part B (Exempt) Report at appendix 2.
3. Approved the use of funding from the Greater London Authority's (GLA) Council Housing Acquisition Programme 2021 to 2026 allocation (CHAP) to part-fund the acquisition. The total amount of GLA CHAP grant funding is stated at para 3.1.1 in the Part B (Exempt) report.
4. Approved the revised Total Scheme Cost (TSC) for the acquisition as set out in para 3.1.2 in the Part B (Exempt) report.
5. Noted the use of Right to Buy receipts or funding from the Council's General Fund will not be used to part-fund the acquisition.
6. Noted the Council Housing Revenue Account (HRA) would use borrowings to part-fund the acquisition. The total amount of borrowings is stated at para 9.1 in the Part B (Exempt) report.
7. Approved proceeding with the acquisition on the basis of the revised funding structure set out in the Part B (Exempt) report having regarded the wider corporate benefits expected to be delivered by the acquisition.
8. Approved the expenditure for additional specification item as set out in para 3.4 in the Part B (Exempt) report.
9. Noted delegated authority to the Corporate Director of Finance and Resources was not required as the Cabinet Member for Housing was recommended to agree and entered the transaction documents as set out in paras 3.1.1 and 3.1.2 above.
10. Noted the acquired homes would be let at Social Rent levels.

Reasons for decision.

The acquisition of these properties would result in 21 additional new Council homes thereby helping the Council make good on its pledge to build 3,000 Council homes by 2031. The Council's "A 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 would deliver at least 3,000 of those homes ourselves as Council homes" 13,000 households were currently on the Council's housing register and these homes would provide tenure 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 and delivered General Fund cost savings. These savings had not been factored into the financial performance projections presented in the Part B (exempt) report. The proposed Council homes were well located to enjoy the amenities of the High Street in Wood Green. The homes were completed to a private market specification which is to a higher standard than the Council's specification for affordable homes.

Alternative options considered:

- Not to acquire the homes. This option was rejected because it would be a missed opportunity for the Council to:
- Supported the Council's commitment to deliver 3,000 Council homes by 2031.
- If the Council doesn't acquire new homes, it would likely face a significant shortfall in meeting the Borough's growing housing needs and would be unable to deliver a key element of its medium-term financial strategy (MTFS).

7. EXCLUSION OF THE PRESS AND PUBLIC

Item 8 was subject to a motion to exclude the press and public be from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3, namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

8. EXEMPT - ACQUISITION OF COUNCIL HOMES AT 76 MAYES ROAD, WOOD GREEN, N22 6SY.

The exempt information was considered.

CHAIR:

Signed by Chair

Date

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MINUTES OF THE Cabinet Member Signing HELD ON Monday, 10th August, 2026, 11:00 - 11:10am

PRESENT:

Councillors: Gio Iozzi

ALSO ATTENDING: Lucy Challis, Active Travel and Health Officer, Kodi Sprott, Committee and Governance Officer, Maurice Richards, Head of Transport

1. FILMING AT MEETINGS

The Cabinet Member referred to the notice of filming at meetings and this information was noted.

2. APOLOGIES FOR ABSENCE

There were no apologies for absence.

3. DECLARATIONS OF INTEREST

There was none.

4. URGENT BUSINESS

There was none.

5. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

6. CORRECTION OF A COMPANY NAME FOR AWARD OF TWO CONCESSION CONTRACTS TO OPERATE AND EXPAND DOCKLESS BIKE SERVICES IN HARINGEY OVER THE NEXT FOUR YEARS

This report sought authority to amend the company name in respect of one of the contracts awarded by Cabinet decision on 10 March 2026. The change was from Human Forest (Bikes) Ltd to Human Forest Ltd for the award of a four year contract for the provision of dockless e-bike hire services in Haringey.

RESOLVED

It was recommended that Cabinet Member:

2.1. Approved the amendment to the company name from Human Forest (Bikes) Ltd to Human Forest Ltd in respect of the award of a four-year contract for the provision of dockless e-bike hire services in Haringey subsequent to the previous Cabinet Decision on the 10 March 2026 for the Award of a 4-year contract to both dockless bike operators.

Reasons for decision

- An administrative error was identified in the 10 March 2026 Cabinet Report concerning the award of the dockless bike contract to Human Forest. In Parts A and B of the report, the incorrect company name, Human Forest (Bikes) Ltd, was used instead of the correct legal entity, Human Forest Limited, with whom the contract is intended to be entered into.
- As a result, an updated decision was required to reflect the correct legal entity. The nature of this amendment was purely administrative and does not result in any substantive change to the original decision.
- Since dockless e-bike hire services began formally operating in Haringey as part of an initial pilot/trial scheme, dockless e-bikes had become an established mode of transport in the borough, with substantial user and journey figures, which have continued to increase over time.
- The Council had engaged throughout the current trial of the dockless e-bike scheme through our online 'Commonplace' engagement website. A dedicated Commonplace webpage ran from February 2024 (beginning of the trial) to February 2025, seeking views from residents, businesses and other stakeholders on the benefits and barriers to the scheme and for the stakeholders to have an opportunity to suggest future parking locations. The results of this engagement were summarised in Appendix A. The Council also engaged with the Adult Social Care Joint Partnership Board and the dockless e-bikes inbox which allowed the Council to ensure that the needs of all community members are considered.
- In September 2025, Cabinet approved the Council undertaking of a formal procurement exercise for the provision of dockless e-bike hire services.
- The current Memorandum of Understanding with the two existing operators Lime Technology Ltd and Human Forest (Bikes) Ltd had enabled the team to understand the cycling demand in the borough and the usage they saw month to month and to partially regulate a currently unregulated market. Entering into a formal contract allows the Council to set out clear rules and set fees to enable increased and controlled management of the e-bikes and fair pricing for our residents, businesses, and visitors.

Alternative options considered

- Do Nothing - The Council not entering into agreements with dockless e-bike hire service operators.

- If the Council were to not enter into agreements with operators, due to the currently unregulated market, it is likely that these services would still be in operation, but without any form of management or governance from the Council. This absence of contractual agreement may result in a poor overall service, with no input or accountability from the Council to maximise benefits (including revenue generation) and mitigation of issues by way of legal contractual arrangement with the operators, including issuing financial penalties, and reducing fleet size if the operator's performance is not adequate.
- The current scheme running in Haringey was up to 24 months and ended at the end of March 2026. As it is a trial we cannot extend or create a new agreement without going out to tender.

CHAIR:

Signed by Chair

Date

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MINUTES OF THE Cabinet Member Signing HELD ON Monday, 10th August, 2026, 2:00pm - 2:10pm

PRESENT:

Councillors: Dixie-Ann Joseph

**ALSO ATTENDING: Kodi Sprott, Committee and Governance Officer, Peter De Bique,
Head of Housing Investment Delivery**

1. FILMING AT MEETINGS

The Cabinet Member referred to the notice of filming at meetings and this information was noted.

2. APOLOGIES FOR ABSENCE

There were no apologies for absence.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. URGENT BUSINESS

There was none.

5. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

6. MAJOR WORKS PROGRAMME BROADWATER FARM ESTATE

The BWF - External Major Works Programme was brought forward to prevent further deterioration of key external and some internal building elements while the estate-wide refurbishment programme is developed and delivered. Works had been identified to eight blocks on the estate and include concrete repairs, balcony waterproofing, renewal of flooring to internal areas, sandblasting to remove existing paint from concrete elements, drainage repairs, and redecorations using an A2 fire-rated coating. These works would ensure the buildings remain safe, weather-tight, and compliant with current fire-safety regulations, helping to prevent increased safety risks, accelerated asset deterioration, and additional pressure on the responsive repairs budget.

RESOLVED

It was recommended that the Cabinet Member:

Approve pursuant to Contract Standing Orders CSO 2.01(d), 2.01(e) and 18.03.3, the variation to the contract sum and programme for the Broadwater Farm External Major Works Programme, as set out in Appendix A (Exempt Report).

Approve the anticipated final account position, including the principal cost drivers arising from regulatory, technical and contractual requirements, and the commercial controls applied to ensure value for money, as set out in the report.

Reasons for decision

The BWF - External Major Works Programme was brought forward to prevent further deterioration of key external and some internal building elements while the estate-wide refurbishment programme is developed and delivered.

Works had been identified to eight blocks on the estate and included concrete repairs, balcony waterproofing, renewal of flooring to internal areas, sandblasting to remove existing paint from concrete elements, drainage repairs, and redecorations using an A2 fire-rated coating. These works would ensure the buildings remain safe, weather-tight, and compliant with current fire-safety regulations, helping to prevent increased safety risks, accelerated asset deterioration, and additional pressure on the responsive repairs budget.

Alternative options considered

Do nothing: This option was considered but discounted. A contractor had already been appointed, and works were currently in progress. Any delay in approving the variation to the contract sum and programme would leave the eight blocks incomplete, which would negatively affect the condition of the buildings and lead to further deterioration of key building elements.

Failure to approve the variation would also result in continued water ingress from the balconies, which in turn would lead to increased resident dissatisfaction due to the ongoing issues affecting the blocks.

The project team also considered pausing the works and completing them as part of the full estate regeneration. This option was discounted due to the lengthy timescales associated with the wider regeneration programme and the unacceptable risk of continued deterioration of the blocks during the interim period.

7. EXCLUSION OF THE PRESS AND PUBLIC

That the Cabinet Member agreed that for Item 8 to exclude the press and public from the meeting as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

8. EXEMPT MAJOR WORKS PROGRAMME BROADWATER FARM ESTATE

The exempt information was considered.

CHAIR:

Signed by Chair

Date

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MINUTES OF THE Cabinet Member Signing HELD ON Wednesday, 12th August, 2026.

PRESENT:

Cabinet Member: Councillor Johann Beckford

9. FILMING AT MEETINGS

The Cabinet Member referred to the notice of filming at meetings and this information was noted.

10. APOLOGIES FOR ABSENCE

There were no apologies.

11. DECLARATIONS OF INTEREST

There were none.

12. URGENT BUSINESS

There was no urgent business.

13. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

14. GAS CONTRACT - CABINET CORRECTION REPORT

It was explained on 12 March 2024, Cabinet approved the award of a four-year call-off contract for the supply of gas under the LASER Framework Agreement (Y22008) to Corona Energy Retail 4 Limited (CER4), commencing on 1 April 2025 and ending on 31 March 2029, with an estimated value of £19.76 million.

Following contract preparation, it was identified that the supplier had been incorrectly named as Corona Energy Limited (CEL) instead of the intended contracting entity, Corona Energy Retail 4 Limited (CER4), as specified in the LASER Framework Agreement. Both companies formed part of the Corona Group. Subsequently, CEL entered Members' Voluntary Liquidation as part of a corporate restructuring programme, with Ernst & Young LLP appointed as liquidator.

Although the proposed variation had no financial impact, the contract's total value remained £19.76 million, with approximately £16 million outstanding over the remaining term. In accordance with the relevant Contract Standing Orders, Cabinet

approval was therefore sought to execute a Deed of Rectification and Novation. This action corrected the supplier’s name on the contract from Corona Energy Limited to Corona Energy Retail 4 Limited and ensured the contract accurately reflected the intended supplier.

DECLARATIONS OF INTEREST FOR THIS ITEM:

NONE

RESOLVED

It was recommended that the Cabinet Member:

That the Cabinet Member for Finance and Corporate Services approved, in accordance with the Council's Contract Standing Order (CSO) 18.03, 2.01(d) CSO 0.08 and CSO 18.04.3, the variation and novation of the contract for the supply of natural gas from 1 April 2025 to 31 March 2029 by changing the name of the Supplier in the contract which is Corona Energy Limited to Corona Energy Retail 4 Limited (the Supplier that was awarded the contract (see Cabinet minutes - Appendix 1) by way of a Deed of Rectification and Novation to be executed by all the relevant parties in order to correct the error in the name of the Supplier in the executed contract.

Reasons for decision

Corona Energy Retail 4 Limited are the company awarded under LASER framework Y22008 and are the company named in the 12 March 2024 Cabinet decision to award the call-off contract for the supply of gas from 1 April 2025 to 31 March 2029 (Appendix 1). It was a clerical error that led to the company name Corona Energy Limited being used on the contract and this error must be corrected to reflect the correct details of the parties that have entered into the contract. 5.

Alternative options considered

Do nothing. A contract that does not reflect the correct details of both contracting parties or can lead to issues in enforcing the contract or resolving disputes. Further, the company currently named on the contract, Corona Energy Limited, is in Members Voluntary Liquidation so not rectifying the contract may lead to issues with the liquidators contacting the Council. This option was therefore rejected.

CABINET MEMBER:

Signed by CABINET MEMBER

Date

Delegated Decisions taken by Corporate Directors

For Reporting to Cabinet - July 2026

Corporate Director	Date	Title	Decision	Exempt?
Corporate Director of Finance and Resources	06/07/2026	Disposal of 375-379 Green Lanes N4 1ES ("the Property")	Approves the sale of the Property to the leaseholder for £262,000 based on the Heads of Terms in Appendix 2, the Contract and Transfer at Appendix 5.	No
Corporate Director of Finance and Resources	07/07/2026	Re-allocation and adjustment of funding for the acquisition of N15 form Ministry of Housing, Communities and Local Government (MHCLG) Local Authority Housing Fund Round 4 (LAHF R4) or Right to Buy (RTB) receipts to Council Homes Acquisition Programme (CHAP)	(i) That approval be granted to amend the funding source and associated funding amounts for N15, from Ministry of Housing, Communities and Local Government (MHCLG) Local Authority Housing Fund Round 4 (LAHF R4) or Right to Buy (RTB) receipts to Council Housing Acquisition Programme (CHAP) grant.	No
Corporate Director of Finance and Resources	09/07/2026	Approval for Implementation of Standing Order 2.05.1 (n) (award of contract up to £500k) as permitted under 7.02 (call off from framework) for provision of Consultancy service	Approve the implementation of Contract Standing Orders 7.02 (call off from framework) and 2.05.1 (n) award a contract to 31ten Consultancy Ltd for a consultancy service for a period of 7 months to continue the support to the ERP programme to procure a new ERP solution, which will cover the support of the programme until January 2027 until a programme team is recruited and in place at a cost not exceeding £345,800. The aggregated value of the contract is £345,800.	Yes
Corporate Director of Finance and Resources	14/07/2026	Approval is sought to award a construction contract to D C K Construction Limited, a 5% works contingency, to appoint Simply CDM to provide Principal Designer services, and a contract to Charles Ramsden Consultancy Services Limited, for multidisciplinary consultancy services as permitted under Contract Standing Orders 2.05.1(n) and 11.01, 12.02 for the delivery of the Aids and Adaptations Programme.	The transfer of budget will be funded from the In-year underspends from Welbourne and Chocolate Factory. This will enable the scheme to be delivered. The budget breakdown is Welbourne £193,775 and Chocolate Factory £296,135.43 total £489,910.43 total scheme cost.	Yes

Corporate Director of Finance and Resources	15/07/2026	Acquisition of N17 using the Greater London Authority's (GLA) Council Homes Acquisition Programme (CHAP) funding.	Purchase of the property known as N17 for a sum of £410,000 for housing purposes as part of the Council's programme to deliver properties using Council Homes Acquisition Programme (CHAP) to ease wider homelessness pressures.	No
Corporate Director of Finance and Resources	15/07/2026	Acquisition of N17 using the Greater London Authority's (GLA) Council Homes Acquisition Programme (CHAP) funding.	Purchase of the property known as N17 for a sum of £400,000 for housing purposes as part of the Council's programme to deliver properties using Council Homes Acquisition Programme (CHAP) to ease wider homelessness pressures.	No
Corporate Director of Environment and Resident Experience	23/07/2026	Approval for the implementation of Standing Order 10.01, to direct award a contract to Urbis Schreder Ltd., for the provision of the Street Lighting Central Management System (CMS), Exedra Platform.	This report is seeking approval, as permitted under Contract Standing Order (CSO)10.01, to direct award a new contract to Urbis Schreder Ltd., for the provision of the Street Lighting Central Management System (CMS), Exedra Platform, for 5 years (70 months) at a cost of £496,469.00.	No
Corporate Director of Finance and Resources	24/07/2026	To enter into contract to dispose of one market sale town house at the new build development at Cranwood	Approval to enter into exchange of contract and completion to dispose of one market sale town house at N10	No
Corporate Director of Adults, Housing and Health	03/08/2026	Approval is granted for the Council to change its operational practice for Council-arranged residential and nursing placements from a net payment model to a gross payment model.	The current net payment approach creates avoidable administrative burden for providers, causes confusion for residents and families, weakens the Council's position in the care home market, and limits the Council's direct visibility of contribution debt. Moving to gross payments will simplify arrangements, improve consistency, support provider sustainability, and bring collection of assessed charges fully under Council control.	
Corporate Director of Finance and Resources	21/07/2026	High Road West Compulsory Purchase Order - Acquisition of N17	To the making and service of the General Vesting Declaration ("GVD") to acquire the Property and to all related aspects necessary in obtaining possession of the Property including issuing and service of warrants; To pay all costs and compensation associated with the acquisition, noting that the total sum spent shall not exceed the sum referred to in the Property Cost Estimate (PCE) as referenced in the exempt report; and To the referral for final determination of any outstanding compensation claims to the Upper Tribunal (Lands Chamber), if necessary.	

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Delegated Decisions taken by Corporate Directors

For Reporting to Cabinet - August 2026

Corporate Director	Date	Title	Decision	Exempt?
Corporate Director of Adults, Housing and Health	03/08/2026	Approval is granted for the Council to change its operational practice for Council arranged residential and nursing placements from a net payment model to a gross payment model.	The current net payment approach creates avoidable administrative burden for providers, causes confusion for residents and families, weakens the Council's position in the care home market, and limits the Council's direct visibility of contribution debt. Moving to gross payments will simplify arrangements, improve consistency, support provider sustainability, and bring collection of assessed charges fully under Council control.	
Corporate Director of Finance and Resources	05/08/2026	Disposal of property at N15	Approves the sale of the property to tenanted Fieldmark Properties Limited for £890,000 based on the agreed Heads of Terms (Appendix 2) and the Engrossed Contract & Engrossed Transfer and Overage Deed (Appendix 5).	No
Corporate Director of Finance and Resources	06/08/2026	Disposal of N22	Approves the sale of the Property for £250,000 based on the Heads of Terms in Appendix 2, the Contract and Transfer at Appendix 5.	No
Corporate Director of Adults, Housing and Health	18/08/2026	Award of Urgent Asbestos Safety Works Contract	A Measured Term Contract has been procured to enable asbestos remediation works across ten sites within Haringey Council's housing portfolio. Due to the remaining contract value of the existing measured term contract, it is not possible to complete the project whilst retendering as the current contract has already received a 50% variation therefore contract value would be exhausted before contract term finishes. Given the urgency of these safety works, a three-quote competition was held using three contractors via HPCS and a successful bidder, eBrit Services LTD, were awarded the contract in-line with quality and pricing.	Yes
Corporate Director of Adults, Housing and Health	26/08/2026	Award of a contract for provision of Housing Income Predictive analytics Arrears caseload reduction software via G-Cloud.	Predictive analytics Arrears caseload reduction software with Voicescape Limited under the Crown Commercial Service's G-Cloud 14 Framework Agreement for a period of 3 years starting 18 December 2026 -17 December 2029 for an estimated contract value of £390,000 plus VAT.	Yes

Corporate Director of Culture, Strategy and Communités	28/08/2026	Request to waive Contract Standing Order 12.02 as allowed under CSO 18.01 and award contract to partner with Learning Curve for academic year 25-26 (up to the value of £100,000)	Approved the implementation of Contract Standing Order (CSO) 18.01.2 (d), (iii) to waive the requirement to obtain quotations under CSO 12.02 and award contract to partner under CSO 2.05.1 (n) to Learning Curve for the academic year 25/26 up to the value of £100,000.	No
Corporate Director of Adults, Housing and Health	28/08/2026	Approval for Implementation of Contract awards to Orbis Protect Ltd., All in 1 Property Solutions Ltd., and Esskay Facilities Management Ltd.	For the Corporate Director Adult, Housing & Health to waive Contract Standing Order (CSO) 12.01 & 12.02 as allowed under CSO 18.01, 18.01.01 pursuant to CSO 18.01.2 (d) and approve the award of the contracts to (i) Orbis Protect Ltd., (ii) All in 1 Property Solutions Ltd., and (iii) Esskay Facilities Management Ltd. for the delivery of Void Support (Cleaning, Clearance and Security) Works pursuant to CSO 18.01.4 (b)	Yes

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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