**NOTICE OF MEETING**

# AGENDA FOR THE CABINET

**Tuesday, 20th October, 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, Erin Wolson and Hannah Ward

**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 18 below. New items of exempt business will be dealt with at Item 24 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 15 September 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**

For Cabinet to note (if any).

**9. ACCEPTANCE OF LOCAL AUTHORITY HOUSING FUND (LAHF) GRANT FUNDING (PAGES 19 - 66)**

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

**10. ANNUAL FEEDBACK AND RESOLUTIONS REPORT (PAGES 67 - 160)**

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Resident Services and Tackling Inequality

**11. BETTER BUS PARTNERSHIP TFL FUNDING PROGRAMME (PAGES 161 - 172)**

Report of the Corporate Director of Environment and Resident Experience. To be presented by the Cabinet Member for Climate Action and Transport

**12. CONTRACT AWARD - PROCUREMENT OF ENFORCEMENT AGENCY SERVICES VIA THE YPO FRAMEWORK TO COLLECT PCN RELATED DEBT FOR THE AUTHORITY (PAGES 173 - 210)**

Report of the Corporate Director of Environment and Resident Experience. To be presented by the Cabinet Member for Climate Action and Transport

**13. DIRECT AWARD AND OF RESIDENTIAL AND NURSING CARE BLOCK CONTRACTS WITH OURRIS (PAGES 211 - 262)**

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

## 14. PROCUREMENT OF THE OUT OF HOURS (OOH) EMERGENCY CONTACT HANDLING SERVICE (PAGES 263 - 272)

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

## 15. SELBY URBAN VILLAGE - AWARD OF CONTRACTS FOR HEAT SUPPLY ARRANGEMENTS (PAGES 273 - 290)

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

## 16. MINUTES OF OTHER BODIES (PAGES 291 - 306)

To note the minutes of the following:

Cabinet Member Signing

28 September 2026 12.30 pm - Woodridings Court N22 Award of Construction Contract

15 September 2026 3.00 pm – (NON-KEY) Appointment of Membership for the Corporate Parenting Committee and Community Safety Partnership 2026/27 AND Arrangements for Job Share of Cabinet Member portfolio role for Health and Social Care

7 September 2026 12.00 pm - Approval to Award Contract, Kings Road Car Park, N17

7 September 2026 11.30 am - Provision of Internal Audit Services (Contract for the supply of Internal Audit Services)

## 17. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 307 - 308)

To note the delegated decisions taken by Directors.

## 18. NEW ITEMS OF URGENT BUSINESS

As per item 3.

## 19. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Committees Manager

Items 20-23 allow for consideration of exempt information in relation to item 9, 12, 14, 15.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 20-25 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).

**20. EXEMPT - ACCEPTANCE OF LOCAL AUTHORITY HOUSING FUND (LAHF) GRANT FUNDING. (PAGES 309 - 328)**

Relating to item 9.

**21. EXEMPT - CONTRACT AWARD - PROCUREMENT OF ENFORCEMENT AGENCY SERVICES VIA THE YPO FRAMEWORK TO COLLECT PCN RELATED DEBT FOR THE AUTHORITY (PAGES 329 - 332)**

Relating to item 12.

**22. EXEMPT - PROCUREMENT OF THE OUT OF HOURS (OOH) EMERGENCY CONTACT HANDLING SERVICE (PAGES 333 - 334)**

Relating to item 14

**23. EXEMPT - SELBY URBAN VILLAGE - AWARD OF CONTRACTS FOR HEAT SUPPLY ARRANGEMENTS (PAGES 335 - 358)**

Related to item 15

**24. EXEMPT- MINUTES (PAGES 359 - 364)**

To note the exempt minutes of the Cabinet Member Signing on 28 September 2026

**25. 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, 12 October 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.

Agenda Item 6

# MINUTES OF THE Cabinet HELD ON Tuesday, 15th September, 2026, 6.30 - 7.47 pm

**PRESENT:**

**Councillors: 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**

**ALSO ATTENDING:**

**Councillors: Scott Emery, Mike Hodges, Hannah Ward**

**21. FILMING AT MEETINGS**

**RESOLVED:**

The filming at meetings notice was noted

**22. APOLOGIES**

There were none.

**23. URGENT BUSINESS**

There was none.

**24. DECLARATIONS OF INTEREST**

There were none.

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

There was none.

**26. MINUTES**

The minutes of the previous meeting, 14 July 2026, were discussed.

**RESOLVED:**

The minutes of the previous meeting, 14 July 2026, were agreed as a true and accurate record of proceedings.

## 27. DEPUTATIONS/PETITIONS/QUESTIONS

Ms Emine Ibrahim introduced a deputation to respond to the Cabinet response to the Overview and Scrutiny Committee Report on Violence Against Women and Girls.

The deputation stressed that there was a need to protect single-sec girls from violence and abuse. It was explained that single-sex provision was an essential part of feeling safe and recovering from trauma of abuse. It was additionally noted that any introduction of single-sex provision should not reduce provision from others who require support, and that there should be provision for all those in need through the procurement of dedicated services.

The Cabinet Member for Health and Social Care provided a response.

It was stressed that the Council wanted to ensure that no resident should not be left without support, and that all service users received utmost care and respect. It was highlighted that there needed to be a focus on the delivery of the Violence Against Women and Girls (VAWG) and that any service users had sufficient service provision available to feel safe.

The Cabinet Member informed the deputation that the Council was at an early stage of developing the service to ensure that the service allowed for all victims and survivors of abuse to access service. He highlighted that the Council was committed to ensuring that services were lawful and accessible. It was also stressed that there needed to be assurance that trans residents were not excluded from service provision.

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

Items 9 and 10 contained responses to matters referred by Overview and Scrutiny.

## 29. CABINET RESPONSE TO THE SCRUTINY REVIEW ON PREVENTION OF VIOLENCE AGAINST WOMEN & GIRLS

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

It was explained that safeguarding was a key area of work for the Council. Violence against women and girls was recognised as a significant issue relating to safety and equality within the borough. Women and girls in Haringey experienced fear, control and abuse in a range of settings, including within homes, relationships and public spaces. The scale of violence against women and girls was substantial, and there was recognition that existing systems did not always meet needs effectively. Survivors continued to encounter barriers to accessing support, services could be fragmented, and some women and girls, including those from marginalised communities, reported concerns about their access to protection and support.

The Cabinet Member highlighted that the Overview and Scrutiny Committee's review into the prevention of violence against women and girls was welcomed. The review examined both preventative work in schools to address harmful attitudes and behaviours, and community-based support to help ensure that people could access assistance when required.

The Cabinet Member explained that the Council considered tackling violence against women and girls to be linked to its wider objectives of reducing inequality, addressing discrimination and promoting a fairer society. This included a commitment to supporting women and girls, whether trans or cisgender, and recognising the violence, abuse and harassment experienced by gender-diverse people. It was stressed that the response to the recommendations reflected this commitment. Measures included strengthening staff training, expanding community-based support, improving learning from short-term projects, and linking work on violence against women and girls with suicide prevention and bereavement support. The Council also committed to developing a new Gender Based Violence (GBV) Strategy from 2027, with a focus on children and young people, including online harms.

It was stressed that the Council recognised that trans people, including trans women, trans men and non-binary people, experienced domestic abuse, sexual violence and harassment, and could face additional barriers when seeking support. The approach therefore sought to ensure the availability of services that were safe, accessible and non-discriminatory. In light of this, consideration was given to adopting "gender-based violence" (GBV) as a broader framework, reflecting the view that violence linked to gender affected a wider range of people while maintaining a focus on forms of abuse that disproportionately affected women and girls. The Council therefore committed to developing a broader Gender Based Violence Strategy from 2027, with a focus on children and young people, including online harms. It was recognised that these issues could not be resolved immediately. However, the Council committed to maintaining a focus on addressing gender-based violence and to implementing a response that was practical, acknowledged existing constraints, and aligned with its stated priorities.

It was stressed that the Cabinet welcomed the review to push further at the Council’s response to Violene Against Women and Girls (VAWG). It was explained that the response to the recommendations highlighted the Council’s commitment to supporting all those victims of VAWG. It was additionally noted that trans residents faced additional barriers seeking help, and that the Council was committed to ensuring that services were available for trans residents easily to ensure their safety and wellbeing.

It was additionally noted that the Council was working to develop a gender-based violence strategy to seek to alleviate these issues as much as possible.

Following questions from Councillors Twigg the following information was shared:

- It was explained that the Council provided specialist services which would ensure the safety of residents suffering from VAWG, despite demand pressures. it was noted that service users reported improved outcomes from the utilisation of the services. It was noted that advocacy services had been well utilised. It was also noted that the Protect our Women programme, had

reached a significant number of people and provided a valuable service.

- It was explained that there was a wide spectrum of services that could be utilised by service users which could be tailored to create a specific approach for service users.

**30. CABINET RESPONSE TO THE SCRUTINY INTERIM REPORT ON PROVISION OF SERVICES FOR CHILDREN UNDER ONE YEAR OLD**

The Cabinet Member for Children and Schools introduced the report.

This review was undertaken to assess how effectively services in Haringey supported children under the age of one and their families during the earliest stages of life. Evidence gathered from Children's Services, Public Health, health partners, academics and local families highlighted the importance of high-quality early relationships, accessible health visiting services, and the established early years and family hub provision across the borough.

The Panel heard that capacity pressures, rising demand associated with the expansion of the nine-to-23-month childcare entitlement, and a decline in the childminding workforce presented significant challenges. Concerns about inequality were also raised, with evidence suggesting that the current funding model disproportionately benefited economically secure families while limiting access for some of those most likely to benefit from early education, peer support and affordable childcare.

The Children and Young People's Scrutiny Panel was thanked for undertaking the review. The evidence presented highlighted the importance of the first year of a child's life in influencing longer-term developmental and socio-economic outcomes. Early years interventions were therefore recognised as an important element of efforts to reduce inequality within the borough. The recommendations were accepted, with a commitment to further developing the Early Years programme to support Haringey residents.

**RESOLVED:**

That Cabinet:

1. Noted the recommendations of the Children and Young People's Scrutiny Panel and the progress made against them, as outlined in Appendix Two: Response to the Recommendations of the Children and Young People's Scrutiny Panel.

2. Agreed the responses to the recommendations as set out in Appendix Two.

**Reasons for the Decision**

Under the agreed terms of reference, the Overview and Scrutiny Committee (OSC) was able to assist the Council and Cabinet in relation to the budgetary and policy framework by undertaking detailed reviews of local policy issues and making

recommendations for service development or improvement. The Committee could:

- Review the Council's performance against policy objectives, performance targets and specific service areas.
- Conduct research to support investigations, including surveys, focus groups, public meetings and site visits.
- Make reports and recommendations on issues affecting the borough and its residents to Full Council, its committees or sub-committees, the Executive, or other appropriate external bodies.

In this context, the Overview and Scrutiny Committee agreed the terms of reference for the Review of Provision of Services for Children Under the Age of One on 20 October 2025. Following publication of its findings, the Committee made a series of recommendations aimed at improving service delivery.

**Alternative Options Considered**

None. The final report and recommendations were required to be presented to Cabinet in accordance with paragraph 11, Part Four, Section G of the Overview and Scrutiny Procedure Rules.

## 31. 2026/27 FINANCE UPDATE REPORT QUARTER 1

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

The Cabinet Member explained that the presented quarter one (Q1) financial update highlighted the financial challenges facing many local authorities. The Council forecast expenditure of £374.8m for the financial year, £21.7m above the £353.0m budget approved in March 2026. The majority of the overspend related to base budget pressures carried forward from previous financial years, alongside the need to deliver additional savings in order to meet the Council's in-year savings target, particularly in cross-cutting areas. For the General Fund capital programme, Q1 forecasts indicated expenditure of £234.4m against a budget of £344.4m. Housing Revenue Account (HRA) capital expenditure was forecast at £310.7m against a budget of £376.9m.

It was explained that the Dedicated Schools Grant (DSG) forecast reflected an increase in pressures of £8.4m arising from higher-than-anticipated demand for SEND provision. The Housing Revenue Account was also forecast to experience additional financial pressures, primarily related to temporary accommodation expenditure. Measures had been agreed to increase the pace of bringing empty homes back into use through the procurement of a new multi-service contract covering refurbishment, compliance and remediation works. Progress had also been made in advancing the redevelopment of the Love Lane estate and acquiring additional homes in Wood Green to support the provision of council housing.

It was stressed that, while these actions were expected to help mitigate some pressures, the Q1 report demonstrated increasing financial challenges across a range of services. Demand for Council services continued to grow while available funding remained under pressure.

The Cabinet Member explained that housing demand remained a significant factor. The Council continued to provide temporary accommodation for households experiencing homelessness across the borough. Rising housing costs and pressures within the housing market continued to contribute to demand for support services.

It was highlighted that there were similar underlying pressures which had contributed to expenditure growth in other service areas, including Adult Social Care and Children's Services. In many cases, demand-driven pressures continued to place significant strain on Council resources.

The Council continued to engage with other local authorities and stakeholders regarding the financial challenges facing the sector. This included participation in collaborative discussions and lobbying activity aimed at securing changes to local government funding arrangements and highlighting the impact of increasing demand and financial pressures on local services.

Following questions from Councillors Carlin and Emery the following information was shared:

- It was explained that Cabinet had worked with officers to determine where savings could be made and any reasons for any overspend. It was also stressed that the Council would work with opposition Members to review potential solutions. It was additionally stressed that the Council sought to campaign with Central Government to secure additional funding, as well as seek best practice across Local Authorities in London.

- The Cabinet Member stressed that the Council needed to ensure that child provision was of high quality to meet with need and demand, which did place pressures on funding.

- The Cabinet Member for Housing explained that there had been a reduction in the number of temporary accommodation voids over the last few months. However, it was stressed that there was still a significant pressure on temporary accommodation. It was noted that a significant cause for this pressure were the increases in private sector rent levels, which was not considered to be alleviated by Central Government legislation or support.

- Members stressed the need for robust Overview and Scrutiny work into the budget.

- The Leader explained that the Council had been in discussion with other local authorities in receipt of Extra Financial Support (EFS) regarding EFS and its implications on local authority funding. It was stressed that the framework was unsustainable long term and that this view had a wide consensus across the political spectrum of authorities in receipt of EFS.

- The Cabinet Member explained that the Council had noted that there had been an underachievement in rental income, which officers were looking to alleviate. It was explained that there were only Q1 figure, and that officers hoped to see

improvement later on in the financial year.

**RESOLVED:**

That Cabinet:

1. Noted 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

2. Noted the net DSG forecast overspend of £8.4m

3. Noted the net Housing Revenue Account (HRA) forecast overspend of £3.478m

4. Noted the forecast General Fund and HRA capital expenditure of £545.2m, which equated to 75.6% of the total 2026/27 budget position

5. Approved the revenue budget virements and receipt of grants as set out in Appendix 3.

6. Approved the proposed budget adjustments and virements to the capital programme as set out in Table 5 and Appendix 3.

7. Noted the debt write-offs approved in Quarter 1 2026/27, which had been approved by the Corporate Director of Finance and Resources under delegated authority or, for those above £50,000, by the Cabinet Member for Finance, as set out in the Constitution.

**Reason for Decision**

A strong financial management framework, including oversight by Members and senior management, was an essential part of delivering the Council's priorities as set out in the Corporate Delivery Plan and of meeting its statutory duties. This became more critically important than ever because of the uncertainties surrounding the Council's challenging financial position, which was impacted by Government funding, high demand for services, particularly for the most vulnerable, and the wider economic outlook. This created an ongoing reliance on Exceptional Financial Support in the current year and across the following five years. The additional funding received through the Fairer Funding Review was welcomed; however, demand and inflationary pressures across services continued to far outweigh the income the Council received from Government or was able to generate through its own local sources.

**Alternative Options Considered**

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

## 32. APPROVAL TO PROCURE ENHANCED ENVIRONMENTAL ENFORCEMENT CONTRACT

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

Clean streets, parks, housing estates and open spaces were recognised as important contributors to residents' perceptions of their local area and sense of community pride.

That Cabinet Member noted that residents had raised concerns relating to littering and fly-tipping. During 2024/25, the Council received an average of approximately 46 reports of fly-tipping each day. Evidence indicated that dumped waste affected the appearance of the borough, reduced enjoyment of public spaces and could contribute to perceptions of reduced safety.

It was stressed that addressing environmental crime and improving local environmental quality formed part of the Corporate Delivery Plan. The forthcoming Love Haringey campaign was intended to promote community pride through a combination of awareness-raising and practical action, encouraging collaboration between the Council, residents and businesses to improve the cleanliness of streets, parks and other public spaces.
The Council's approach placed an emphasis on community engagement, education and encouraging residents to take pride in, and responsibility for, their local environment. It was also recognised that enforcement had a role in supporting environmental standards across the borough. Cabinet was therefore asked to approve the procurement of a new waste enforcement contract. Previous consultation had indicated strong public support for enforcement measures, with 96% of respondents supporting fines for fly-tipping and 94% supporting penalties for littering and dog fouling.

The Cabinet Member explained that the proposed approach sought to ensure that enforcement activity was proportionate and focused on deliberate or serious offences. The intention was to target behaviours that contributed significantly to environmental crime and associated costs for the Council and residents.

It was further recognised that contracts funded through enforcement income could create unintended incentives. The procurement process was therefore intended to ensure compliance with statutory guidance and the principle that enforcement should not be used as a means of generating revenue.

The importance of public awareness was also recognised. Some residents may not have been aware that actions such as leaving unwanted items outside properties, feeding pigeons in certain circumstances, or incorrectly disposing of cigarette waste could constitute offences. The Council therefore proposed to provide additional information and signage to improve understanding of relevant regulations and potential penalties. Any new contract would, at a minimum, retain the existing representations process, allowing penalty notices to be challenged, with efforts made to ensure that the process remained clear and accessible.

Maintaining a clean and attractive borough was recognised as a shared responsibility between the Council, residents and businesses. The proposed contract formed one element of the Council's broader approach to improving the local environment.

Following questions from Councillors Emery and Hodges the following information was shared:

- It was explained that the contract, when designed, could potentially contain any penalisation for poor service from operators, however, it was stressed that the decision that was for Cabinet to decide at this meeting was to open procurement, and that the final contract was not finalised. Officers explained that they had been working with other London boroughs to review the best specification for the final contract.

- It was explained by officers that the Council held direction for duty of care, which was undertaken on an area basis, so that there was no disproportionate visiting on one business.

- It was explained by officers that the Council was statutorily forbidden from generating revenue through fines.

- It was stressed that the focus for enforcement would be on larger scale waste offenses and to target criminal offenses taking place. It was explained by the Cabinet Member that they felt that the contract was imbalanced towards minor misdemeanours and stressed that there needed to be more focus in the new contract to reduce and focus on larger scale offenders and fly-tippers.

- It was noted that there needed to be more information available publicly, as well as information as to why certain activities were considered littering and fly-tipping.

**RESOLVED:**

That Cabinet:

1. Approved the commencement of a procurement exercise for an enhanced environmental enforcement contract for the offences listed in Appendix 1, in accordance with CSO 2.01.b).

2. Approved that the Council tender for enforcement of those offences listed in Appendix 1 as requiring Council approval.

3. Noted that the outcome of the procurement would be cost-neutral to the Council and that the Council would retain a proportion of the value of collected FPNs.

**Reasons for Decision**
The contract to deliver environmental enforcement with Kingdom Services Group Limited, as extended in February 2026, was due to expire in 2027. If the Council

wished to continue undertaking environmental enforcement across the borough, a new contract would need to be implemented.

Whilst the contract was cost-neutral to the Council, it was anticipated that the value of the contract would exceed £500,000. In accordance with Contract Standing Order 2.01.b), Cabinet was required to approve the commencement of a procurement exercise for contracts valued at £500,000 or more.

Under the outcome of "A cleaner, low waste Haringey" within the "Responding to the climate emergency" theme of the Corporate Delivery Plan 2024-2026, the Council had previously committed to delivering enhanced environmental enforcement, including targeted deployment (Monday to Sunday) of proactive litter and waste enforcement patrols in town centres and hotspot locations across the borough.

The new Corporate Delivery Plan being developed by the administration also included a commitment to tackling fly-tipping in the borough, which was one of the Council's top ten priorities.

Engagement with residents in 2026, involving responses from approximately 9,000 residents, businesses and community groups, revealed that 96% strongly agreed or agreed with fining those responsible for fly-tipping, while 95% strongly agreed or agreed with fining people for dog fouling or littering.
Whilst the Council had an internal waste enforcement team, its capacity was limited and it focused on preventative measures, complex cases and prosecuting offenders. The capacity provided by an outsourced service enabled Council officers to focus on this work while allowing flexibility to respond to hotspot areas across the borough through additional staff provided under the contract.

There was an MTFS income target associated with environmental enforcement of £50,000 for 2027/28. Without this contract, that target could not be achieved.

**Alternative Options Considered**

The Council could have done nothing and allowed the contract with Kingdom to expire without replacement. This would have meant that the Council did not have sufficient resources to take enforcement action against those who deliberately committed offences such as littering and fly-tipping.

Without education and a deterrent, there could have been an increase in littering and fly-tipping across the borough, impacting street cleansing services and creating additional costs in terms of both collection and disposal.
Therefore, this option was not recommended.

The Council could have insourced the service and undertaken all environmental enforcement activity itself. This would have required the Council either to commit additional resources to deliver the service or to continue with the current team, which would have meant insufficient capacity to take enforcement action against those who deliberately committed offences such as littering and fly-tipping.

The service had been delivered exclusively by Haringey officers between 2018 and 2024 and demonstrated that it was unable to reach its full potential due to the sustained volume of demand.

Financial pressures facing the Council also meant that this option was unaffordable, with an estimated annual cost pressure of approximately £1.4m.
Without the support that an outsourced service could provide, including specialist software and back-office support, the Council's ability to tackle and reduce environmental crime would have been significantly reduced.

Therefore, this option was not recommended.

**33. CONTRACT VARIATION AND EXTENSION OF THE INTER-AUTHORITY AGREEMENT (IAA) PAN-LONDON ONLINE SEXUAL HEALTH SERVICE**

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

The Cabinet Member explained that the proposals were for a time-limited extension to the existing Inter-Authority Agreement for the pan-London online sexual health service, ensuring that residents continued to have access to sexual health support while the procurement process for a replacement service was completed.

It was stressed that sexual and reproductive health was recognised as an important component of the health and wellbeing of Haringey residents. Access to testing, contraception, treatment and advice contributed to the prevention of ill health, reduced transmission of sexually transmitted infections and supported the prevention of unplanned pregnancies. Access to sexual health services was also recognised as an important factor in addressing health inequalities, particularly for people living in more deprived communities, young adults, LGBTQ+ residents, some ethnic minority communities, and individuals who experienced barriers associated with stigma, discrimination, disability or concerns about confidentiality.

Haringey had invested in a range of sexual health services, including dedicated clinics for young people, local access to long-acting reversible contraception through council clinics and general practices, outreach services for diverse communities, provision through Healthy Living pharmacies, and an integrated sexual health service commissioned jointly with neighbouring boroughs. The pan-London online service complemented these local services by providing home testing and contraception for residents aged 16 and over, while directing individuals with symptoms, safeguarding concerns or more complex needs to appropriate face-to-face services. For some residents, online provision improved accessibility to sexual health services.

The service had been accessed by residents from a range of backgrounds, including those experiencing health inequalities. During 2024/25, more than half of postal testing kit orders were made by residents living in the four most deprived deciles. The service was also used by residents from ethnically diverse communities, LGBTQ+ residents and people across different age groups. This was particularly relevant given the comparatively high level of sexual health need within the borough, including sexually transmitted infection diagnosis rates above both London and national averages.

The Cabinet Member explained that the pan-London service had originally been procured through a competitive tender process led by the City of London on behalf of participating London boroughs and had been awarded to Preventx Limited. A subsequent competitive procurement process for a successor service had been undertaken; however, completion of the process had been delayed following a challenge to the contract award by an unsuccessful bidder and the need to complete remaining assurance processes. Cabinet was therefore asked to approve a time-limited extension of the existing Inter-Authority Agreement to maintain service continuity while the procurement process was concluded. This approach was intended to maintain continuity of care, preserve patient choice and support equitable access to sexual health services.

Following questions from Councillors Beckford the following information was shared:

- It was explained that over 22,000 utilised the services, noting that they provided a discrete care service. It was additionally noted that the service utilisation was reflective of Haringey's diversity.

**RESOLVED:**

That Cabinet, as permitted under CSO 18.03 and in accordance with CSO 2.01(d):

1. Approved the variation of terms to allow the extension of the Council's existing IAA with the City of London for access to the pan-London online sexual health service for a period of 12 months from 15 August 2026, with an option to extend for a further period of 12 months.

2. Approved 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, would be £4,775,776 excluding VAT.

**Reasons for Decision**

The Council's existing IAA for accessing the pan-London Online Sexual Health Service expired on 14 August 2026. The proposed extension was necessary to ensure that the Council could continue to access the service while a new contract was put in place by the City of London.

The City of London had undertaken a competitive procurement process for a new nine-year contract, due to commence on 15 August 2026. However, the procurement had not progressed as anticipated and the City of London intended to issue a 12-month extension to the current contract. The standstill period for the future provision of the online sexual health service had not yet concluded following a challenge to the contract award outcome by an unsuccessful bidder and the need for the City of London to complete the remaining procurement assurance processes. As a result, the new contract could not be awarded and mobilised before the expiry of the current contract on 14 August 2026.

This was an activity-based contract. The current contract had been commissioned by the City of London through a competitive process involving 31 other London boroughs. The City of London had negotiated competitive rates under the original tender, and those rates would continue if the contract was varied and extended for a further 12 months.

Haringey Council was part of the pan-London e-service management board overseeing contract performance and governance. The provider had consistently met contract performance indicators throughout the lifetime of the contract, including targets for the dispatch of testing kits and processing times. The service had continued to evolve in response to service user and commissioner feedback, and changes in clinical guidelines. The provider also had robust safeguarding measures in place.

**Alternative Options Considered**

**Option 1: Do Nothing**

The Council could have chosen not to extend the contract and allowed it to expire. However, this option would have presented a number of significant risks, including reputational and financial risks to the Council:

- Complete loss of digital access to sexual health services.
- Increased expenditure on more expensive face-to-face clinic provision.
- Increased pressure on in-person services.
- Reputational risk arising from the loss of accessible health services.
- Increased risk of health inequalities.

**Option 2: Insource or Commission Services Independently**

The Council could have decided not to extend the pan-London e-service Inter-Authority Agreement and instead commission a separate service through the Provider Selection Regime for health services. However, this was not considered a viable option because the Council would have:

- Lost access to a coordinated London-wide service.
- Failed to align with the North Central London sub-regional Integrated Sexual Health strategic service provision.
- Potentially incurred significantly higher costs due to the loss of economies of scale.
- Risked service fragmentation and reduced accessibility for service users.

Therefore, this option was not recommended.

## 34. SUBSTANCE MISUSE PEER LED SERVICE

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

The Cabinet Member stressed that substance misuse was recognised as an issue affecting individuals, families and communities across Haringey. It could contribute to poor health outcomes, homelessness, exploitation, crime and community safety concerns. The Council's approach recognised that people experiencing substance misuse required appropriate support and access to services to improve their wellbeing and stability.

It was explained that consideration was given to how services could best engage individuals who may not access traditional treatment pathways. The proposed service was designed to provide outreach support within communities and increase engagement with residents who might otherwise remain disconnected from available services. Bringing Unity Back Into The Community (BUBIC) had established links with individuals who were less likely to engage with mainstream services. As a Black-led organisation, BUBIC brought experience of working with diverse communities and applied culturally informed approaches to addressing substance misuse and related harms. Staff combined lived experience with local knowledge and community networks to support engagement and service delivery.

A visit to the service was undertaken by Cabinet Members on 12 August. The visit provided an opportunity to observe service delivery and engage directly with staff. The workforce demonstrated a strong commitment to supporting residents through outreach, peer support and engagement activities operating across the borough, including during evenings.

The Cabinet Member highlighted that the service was also intended to address inequalities in access to support. It engaged communities that were under-represented within mainstream treatment services, including residents facing cultural, social or practical barriers to accessing assistance. The proposed arrangements would bring together peer support, harm reduction and outreach functions within a single service, helping to maintain continuity of provision, reduce duplication and provide a clearer framework for monitoring outcomes and performance. The recommendation was based on evidence of service delivery and performance. The provider had met its contractual obligations, and the service demonstrated an ability to combine local reach, lived experience and community engagement in a way that would be difficult to replicate through alternative arrangements.

The service adopted a harm reduction approach, recognising that some service users were not seeking abstinence-based recovery at the point of engagement. Consideration was also given to additional harm reduction interventions that could further support individuals at risk of drug-related harm. This included proposals to advocate for the local provision of safer inhalation equipment as part of wider efforts to reduce harm among vulnerable residents.

The contract was to be funded through the Public Health Grant, with a maximum value of £1.967 million over four years. The investment was intended to support prevention, improve outcomes for residents and contribute to community safety, while potentially reducing demand on other public services, including health, housing, social care and community safety services.

**RESOLVED:**

That Cabinet:

1. Approved, in accordance with Contract Standing Orders (CSO) 2.01(b), the Council commenced a procurement exercise for an integrated Substance Misuse Peer-Led, Harm Reduction and Outreach Service with the aim of appointing a suitable service provider.

2. Approved, pursuant to CSO 2.01(c), the contract was awarded to Bringing Unity Back Into the Community (BUBIC) for the delivery of the above service for an initial period of three (3) years, from 1 October 2026 to 30 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 would be £1,967,228 if fully extended. The procurement process was 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.

**Reasons for the decision**

The procurement and contract award were considered 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, together with the provision for substance misuse support, harm reduction, and day and night outreach, were due to end on 30 September 2026. Approval of the recommendation maintained service stability while enabling the continuation of the service until 2029 (or 2030 if fully extended).

Peer-led interventions remained a key requirement of the national Substance Misuse Treatment and Recovery Framework and were monitored nationally by the Office for Health Improvement and Disparities (OHID). These interventions were proven contributors to improved engagement, increased treatment retention, and enhanced recovery outcomes. Awarding the contract ensured that the Council continued to meet its statutory responsibilities under the national drug strategy. The service was to be funded entirely through the Public Health Grant, resulting in no additional financial burden on the Council.
The existing provider was meeting requirements, delivering the service effectively, meeting performance expectations, and fulfilling contractual obligations. The service was achieving its objectives without issue.
BUBIC's model, delivered by trained recovery peers operating a dedicated day-and-night outreach team, had demonstrated a clear and immediate impact. The outreach team attended known drug hotspots across the borough, actively supporting people who were either not engaged with treatment or were at heightened risk of harm. The team's presence during both day and night identified significant previously unmet need, reaching residents who were not visible to treatment services or who felt 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.

BUBIC had consistently delivered a high-performing and fully compliant service, meeting all objectives set out in the current grant agreement. Its deep community links, trusted peer workforce, and specialised expertise positioned the organisation uniquely to continue providing the service without disruption. Awarding the contract therefore represented the option that maximised service quality, operational continuity, and value for money, while supporting statutory duties and local strategic priorities.

**Alternative options considered**

**Do Nothing**
The Council could have chosen not to recommission the services; however, this option was not recommended. The current service provided significant added value to the core clinical treatment pathway commissioned by the Council and played a vital role in building recovery capital for residents seeking to overcome substance misuse. Evidence from service outcomes demonstrated its effectiveness in motivating change, supporting sustained recovery, and enabling people to reintegrate into their communities.

**Undertake a Competitive Tender Process**
The option of conducting a competitive procurement process was considered but rejected. Previous attempts to competitively procure this provision had been unsuccessful. The service delivered by BUBIC was unique in that it was entirely peer-led by former service users and local residents, was culturally aligned with Haringey's communities, and was deliberately positioned outside the traditional drug treatment system. These characteristics were central to the service's credibility and effectiveness.
The existing provider was 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.

It was considered that running a competitive tender would not have produced a better outcome for residents or taxpayers. It would have introduced unnecessary disruption, risked destabilising a high-performing service, and was unlikely to attract organisations with the specialist expertise required.

## 35. MINUTES OF OTHER BODIES

The minutes of other bodies were discussed:

**RESOLVED:**

The minutes of other bodies were noted.

## 36. SIGNIFICANT AND DELEGATED ACTIONS

The significant and delegated actions list was discussed:

**RESOLVED:**

The significant and delegated actions list was noted.

## 37. NEW ITEMS OF URGENT BUSINESS

There were none.

## 38. 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).

**39. EXEMPT - MINUTES**

The exempt minutes of the previous meeting, 14 July 2026, were discussed.

**RESOLVED:**

The exempt minutes of the previous meeting, 14 July 2026, were agreed as a true and accurate record of proceedings.

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

There was none.

CHAIR: Councillor Mark Blake

Signed by Chair ……..

Date ……

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**Report for:** Cabinet - 20 October 2026

**Item number:** 9

**Title:** Acceptance of Local Authority Housing Fund (LAHF) Grant Funding.

**Report authorised by:** Taryn Eves, Corporate Director of Finance and Resources.

**Lead Officer:** Jonathan Kirby, Director of Capital Projects & Property.

**Ward(s) affected:** All

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

## 1. Describe the issue under consideration

1.1. On 6th February 2024 Cabinet, in accordance with contract standing order 17.1 and contract standing order 9.07.1 (d) approved the acceptance of capital grant funding from DLUHC LAHF2 Funding programme.

1.2. Cabinet agreed to delegate authority to agree further tranches of the grant funding to the then Director of Housing, Planning and Regeneration (after consultation with the Corporate Director of Finance and Resources and the Head of Legal and Corporate Governance (Monitoring Officer).

1.3. An allocation of £21,895,575 of funding under LAHF Round 3 to acquire 84 homes was accepted in October 2024 on the basis of the delegated approval provided in February 2024. However, subsequent legal advice has confirmed Cabinet approval should have been sought for subsequent rounds of funding, and this paper seeks to regularise this position.

1.4. This report also brings forward a request to accept funding that has been awarded to the Council for 2026/27 through to 2029/2030 funding years for an allocation of £38,707,604 to acquire 152 homes from the Local Authority Housing Fund – fourth funding round (‘LAHF R4’).

1.5. As per the comments within the Cabinet paper, the acquisition of these homes, and its implication have been assessed within the HRA financial model. Finance is satisfied that the acquisition of these homes, with this level of grant can be contained within the current HRA budget/MTFS.

## 2. Cabinet Member Introduction

2.1. Secure, affordable and well-maintained housing is the bedrock that allows families to live happy and healthy lives.

2.2. Haringey has more than 2,758 families in temporary housing right now, 8,288 people altogether (or 3%) of our residents in the borough.

2.3. Successive governments have enabled the mass sell off of council homes, without the investment to replace them.

2.4. This forces Councils to place homeless families into temporary accommodation – failing to give them the stability and quality housing they desperately need.

2.5. In Haringey we will do everything we can to build or buy homes that can help local people out of temporary accommodation.

2.6. This year we've secured funding from the Greater London Authority (GLA), private developers, Right to Buy sales and now the Local Authority Housing Fund (LAHF) to buy homes.

2.7. GLA funding will help 362 residents out of temporary homes. Developer funds will help around 100 more. The LAHF funding we've now secured will help another 600. Altogether, just over 1,000 people will get out of temporary accommodation because of the funding secured this year.

2.8. We'll provide these homes at a genuinely affordable rent to local residents.

2.9. More action is needed. The Council continues to spend close to £60million a year subsidising private landlords providing accommodation to homeless families. This is a bad deal for our residents who want their Council Tax spent on their services rather than transferred into private hands.

2.10. Across the borough, we are going to fix and build homes and demand better for Haringey.

## 3. Recommendations

3.1. In accordance with Contract Standing Order CSO 21.01 and Contract Standing Order 9.07.1(d), Cabinet approves the acceptance of Capital (£21,771,000) and revenue (£124,575 grant funding from the Local Authority Housing Fund – third funding round ('LAHF R3') to enable the council to acquire 84 homes in the borough.

3.2. In accordance with Contract Standing Order CSO 21.01 and Contract Standing Order 9.07.1(d), Cabinet approves the acceptance of Capital (£38,448,000) and revenue (£259,604) grant funding from the Local Authority Housing Fund – fourth funding round ('LAHF R4') to enable the council to acquire 152 homes in the borough.

3.3. To delegate authority to agree and enter into the final grant documentation and contracts including entering into the LAHF R4 MOU and any other necessary documentation to the Director of Capital Projects and Property, after consultation with the Corporate Director of Finance and Resources and the Director of Legal and Corporate Governance (Monitoring Officer).

3.4. To delegate authority to accept subsequent rounds of LAHF funding from MHCLG to the Director of Capital Projects and Property, after consultation with the Corporate Director of Finance and Resources and the Director of Legal and Corporate Governance (Monitoring Officer).

## 4. Reasons for decision

4.1. The Council is committed to providing good quality housing to residents in the Borough. This decision is an important step in achieving that aim.

4.2. Accepting this grant is an opportunity to lever more funding into our programme, which will mean overall the council will be able to deliver more homes for rent.

4.3. The purchase of these homes will also help meet housing needs in Haringey, reduce pressure on the Temporary Accommodation budget and enable Haringey to use Right To Buy receipts to fund other stock replacement.

## 5. Alternative options considered

5.1. The alternative is not to accept the grant funding which means we will not purchase additional homes in the borough, resulting in more people staying in temporary accommodation at greater cost to Haringey.

## 6. Background information

6.1. On the 6th of February 2024, the Council's Cabinet approved, in accordance with contract standing order 17.1 and contract standing order 9.07.1 (d) the acceptance of capital grant funding from DLUHC LAHF2 Funding programme.

6.2. The approval delegated authority to agree further tranches of the grant funding to the Director of Housing, Planning and Regeneration (after consultation with the Director of Finance and the Assistant Director for Legal and Governance (Monitoring Officer). Following restructuring in March 2025, this authority now sits with The Director of Capital Projects and Property and the Corporate Director of Finance and Resources.

6.3. LAHF R3 is a £450m grant fund, with objectives to:

- Reduce local housing pressures and use of expensive and unsuitable accommodation, by providing better quality temporary accommodation to those owed homelessness duties by local authorities.
- Reduce temporary accommodation costs.
- Provide sustainable settled housing to those on the Afghan Citizens Resettlement Scheme (ACRS) so that they can build new lives in the UK, find employment, and integrate into communities.
- Support local housing markets by assisting the delivery of new housing stock or new developments to grow overall housing supply

6.4. Haringey have been awarded a capital funding allocation of £21,771,000 and a revenue allocation of £124,575 to support the purchase and refurbishment of 84 homes in 2024/5 and 2025/6 under LAHF R3. The total allocation comprises the capital grant of £21,895,575 and supported the completion of the delivery of 84 homes in March 2026. The memorandum of understanding, at Exempt Appendix 1, acts as the grant agreement, was signed by the council in February 2025 under a delegated authority.

6.5. LAHF R4 is a £950m grant fund, with the same objectives as round 3.

6.6. Haringey have been awarded a capital funding allocation of up to £38,707,604 to support the purchase and refurbishment of 152 homes. The total allocation comprises a capital grant of £38,448,000 and a revenue grant of £259,604.

6.7. The Revenue funding will be used for any activities which support delivery of the total allocation, including but not limited to programme/ administration resource or professional services (e.g., fees, conveyancing).

6.8. The total allocation will be provided as 4 yearly allocations of £9,612,000, paid in 2 tranches per year.

6.9. The Council will agree the following targets to deliver at least:

- 120 properties (2-4+ bed) to be allocated to households that meet the TA element eligibility criteria
- 16 properties (2-3 bed) for households that meet the R4 large resettlement element eligibility criteria.
- 16 properties (4+ bed) for households that meet the R4 large resettlement element eligibility criteria

6.10. The grant associated with LAHF R4 funding represents lower acquisition and borrowing costs to the Council, as well as an additional resource to support both our development and acquisition programmes.

## 7. Contribution to the Corporate Delivery Plan High Level Strategic outcomes

7.1. The proposal would help to help to meet the following High-Level Outcomes within the Council's Corporate Delivery Plan 2024 – 2026:

Theme 5 - Homes For the Future - Everyone has a home that is safe, sustainable, stable, and affordable. Specifically, the intermediate outcomes that:

An improvement in the quality of housing and resident services in the social rented sector. Whereby the properties to be acquired will undergo works to ensure they meet decent homes standards and energy efficient measures are undertaken where possible.

## 8. Carbon and Climate Change

8.1. Void works will be undertaken to bring properties up to a lettable standard and include energy saving measures to bring EPC scores to level D and above. Improvements will contribute to the council's net zero ambitions by improving the energy efficiency and sustainability of its stock and reduce the running costs for the tenants moving into these homes.

## 9. Statutory Officers comments Finance, Procurement, Legal and Equalities

### 9.1. Finance

9.1.1. Finance notes the content of this report and confirm that there is capacity within the housing revenue account (HRA), contingent upon successful receipt of the Round 4 grant funding of £38.7m, to fund the acquisition and refurbishment of the stated number of properties.

9.1.2. The total capital grant receivable equates to circa £254,000 per unit of capital expenditure. This means the HRA contribution, given the current market for 2, 3 and 4 bed properties, offers value for money.

9.1.3. Each acquisition will be appraised prior to approval to ensure that it is viable and makes a net positive contribution to the Housing Revenue Account.

9.1.4. Finance confirms that the total cost of this acquisition can be contained within the HRA.

### 9.2. Procurement

9.2.1. Strategic Procurement note the contents of this report and confirm Contracts Standing Order 21.01 requires approval of Cabinet to accept grants of £500,000 or more from external bodies, which was approved by Cabinet on 6th February 2024, along with delegated authority for the Director of Housing, Planning and Regeneration, after consultation with the Director of Finance and the Head of Legal and Corporate Governance (Monitoring Officer) to agree the final grant documentation and contracts.

9.2.2. Strategic Procurement confirms there are no procurement related matters preventing the Director of Housing, Planning and Regeneration from approving the Recommendation stated in paragraph 3 above.

### 9.3. Legal and Governance - Michael Alexander Gordon, Principal Lawyer

9.3.1. Pursuant to section 1 of the Localism Act 2011 the Council has the power to do anything an individual can do and this includes the acceptance of the grant funding and entering into any necessary grant funding documentation.

9.3.2. The Director for Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report. The process described in the report is in line with the Council's Contract Standing Orders (CSOs) 21.1.

9.3.3. The Housing Act 1985 Section 1 (1) confirms that Haringey Council is a London borough council and is a “Local Housing Authority” (LHA).

9.3.4. As set out at paragraphs 1.3 and 3.1 of this report, approval was sought for the allocation of £21,895,575 of funding under LAHF Round 3 to acquire 84 homes was accepted in October 2024. Further LAHF Round 3 funding was also awarded in February 2025 both under delegated power. Acceptance of these amounts are in accordance with the statutory powers set out in paragraph 9.3.1 of this report.

9.3.5. The Council will need to enter into the LAHF R4 grant agreement and comply with the conditions for the grant. Section 9 of the Housing Act 1985 gives councils the power to provide housing accommodation by erecting or acquiring houses. This could include erecting or acquiring houses to be used for temporary accommodation. Any such temporary accommodation erected or acquired using the Section 9 power would need to be accounted for within the HRA by virtue of Section 74(1) of the Local Government Housing Act 1989.

9.3.6. LHAs’ homelessness duties are contained within the Housing Act 1996 Part VII, as amended by the Homelessness Reduction Act 2017 which placed significant new duties on English local housing authorities.

9.3.7. LHAs have a legal duty to provide interim (also known as emergency) accommodation to homeless applicants, if, at any point during their enquiries, there is a reason to believe that an applicant may be:

- homeless
- eligible for assistance, and
- in priority need

9.3.8. If an LHA fails to provide interim accommodation, or if the accommodation provided is unsuitable for the applicant, this can be challenged by way of judicial review.

9.3.9. The LHA also holds the ‘relief duty’ which applies when a council is satisfied that an applicant is homeless and eligible for assistance; it requires the Council to take reasonable steps to help the applicant secure that suitable accommodation becomes available for the applicant’s occupation for at least six months. This therefore requires the Council to work with the applicant to help them find and retain accommodation to meet this legal duty.

9.3.10. Pursuant to the Council’s Contract Standing Order (CSO) 21.1 Cabinet has authority to approve the receipt of a grant with a value of £500,000 or more and on 6th of February 2024 Cabinet approved the acceptance of capital grant funding from the DLUHC LAHF2 Funding programme and delegated authority to agree the final grant documentation and contracts to the Director of Housing, Planning and Regeneration (after consultation with the Director of Finance and the Head of Legal and Corporate Governance (Monitoring Officer).

9.3.11. Further to paragraph 9.3.7 above the recommendation in paragraph 4.1 of the report for the Director of Capital Projects and Property and the Corporate Director

of Finance and Resources, to agree the entering into the into the LAHF R4 MOU on behalf of the Council in order to receive grant of £38,707,604 to enable the acquisition of 152 homes.

9.3.12. When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted, and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment as part of the procurement strategy, which is then considered as part of the procurement process.

9.3.13. The Director for Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing the Directors from approving the recommendations in the report.

9.4. **Equality**

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

9.4.2. Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.

9.4.3. Advance equality of opportunity between people who share protected characteristics and people who do not.

9.4.4. Foster good relations between people who share those characteristics and people who do not.

9.4.5. 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.

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

9.4.7. The objective of the grant is to secure new affordable housing to be let by the Council. Given the high level of affordable housing need amongst groups with the protected characteristics, this proposal will have a positive impact under the Public Sector Equality Duty.

10. **Use of Appendices**

10.1. Exempt - Appendix 1 - Acceptance of Local Authority Housing Fund LAHF R4 Memorandum of understanding**.**

## 11. Background papers

11.1 Cabinet Meeting 6.02.2024 Final Minutes (item 94 – LAHF R2 Funding).

**MINUTES OF MEETING Cabinet HELD ON Tuesday, 6th February, 2024,6.30 – 8.24pm**

**PRESENT:**

**Councillors: Peray Ahmet (Chair), Mike Hakata, Emily Arkell, Dana Carlin, Seema Chandwani, Lucia das Neves, Ruth Gordon and Sarah Williams**

**ALSO ATTENDING: Cllr Emery and Cllr White.**

## 76. FILMING AT MEETINGS

The Chair referred to the filming at meetings notice and attendees noted this information.

## 77. APOLOGIES

There were apologies for lateness from Cllr Jogee and apologies for absence from Cllr Brabazon.

## 78. URGENT BUSINESS

The Chair advised that there were no new items of urgent business but some additional scrutiny recommendations on the budget to consider following their meeting on the 1st of February 2024. The Chair agreed to accept this as late business for the reasons set out in the supplementary pack circulated earlier that afternoon.

## 79. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

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

There were no representations received at the agenda publication stage in relation to the exempt items on the agenda.

## 81. MINUTES

**RESOLVED**

To approve the minutes of the Cabinet meeting held on the 16th of January 2024 as a correct record of the meeting.

## 82. DEPUTATIONS/PETITIONS/QUESTIONS

Deputation 1 – MTFS proposal of reduction in Library opening hours

Joanna Bornat introduced the deputation on behalf of all library friends' groups in Haringey and expressed concerns about the 31% cut in library budgets. She emphasised that this cut, disproportionate to the 3% deficit, would cause irreparable harm to libraries in Haringey. Despite acknowledgement of the Council's difficult position, she stressed that libraries were a statutory service and vital free spaces for all residents. Key concerns were raised about the lack of comprehensive evidence for footfall measurement and potential declines in library usage due to varied opening hours. The loss of skilled staff and absence of an adequate equalities impact assessment were emphasised. Questions were raised about the proposed timeline and transparency regarding assessed cuts. Advocacy was made for a more transparent consultation process like those conducted by the London Borough of Enfield Council, and the need for improved co-production models based on experiences was stressed.

In response to questions from the Cabinet, the deputation party responded as follows:

- There were concerns about the proposed transformation, and there was felt to be some ambiguity about them and potential negative impacts.

- There was further consideration needed on the vital role of libraries in the community and they should not be used as experiments in co-production.

- There was scepticism about the effectiveness of co -production initiatives suggested, based on past negative experiences.

- The Stroud Green Haringey Friends Group, representative mentioned that he was from one of the friends' groups that had been alienated by the current process.

- A representative of Highgate Library Action Group commended Haringey for its successful maintenance of library services, and highlighted absence of library closures in the borough. On co- production, he expressed uncertainty and emphasised the need for further clarification. He further cited examples where other organisations assumed aspects of library management, which had resulted in undesirable outcomes. He continued to voice concern about the proposed 31% reduction in library funding whilst acknowledging the broader challenges faced by Haringey Council.

The Cabinet Member for Culture, Communities & Leisure, responded to the deputation. Libraries were acknowledged for their crucial role in the community, and provided essential services for literacy, social interaction, and mental well-being. Despite financial constraints, efforts had been made to protect and enhance Haringey's libraries. It was noted that since 2010, core government funding had decreased by £143 million in real terms. Haringey's libraries were protected from closures, with £4.9 million invested in upgrades for several branches. However, unsustainable hours of operation had necessitated a review.

Data and staff knowledge would be utilised to optimise library hours and peak times. The Cabinet Member confirmed that an individual equality impact assessment would be undertaken for each library. Appropriate action would follow this to mitigate impacts on vulnerable groups. The budget decision timeline was constrained by legal requirements, which limited the duration of consultations. The comparison with the London Borough of Enfield Council's consultation was noted as misleading, as their consultation focused on a wider library strategy rather than budgetary concerns.

The Cabinet Member stressed the importance of the partnerships with external entities aimed to generate income and extend library-opening hours. Input from the Friends of Libraries and the community was valued in the future of Haringey libraries.

Deputation 2

The Leader of the Council invited Mr Burnham to address the meeting and make his representations in relation to item 9 on the agenda, 2024/2025 Budget and 2024-2029 Medium Term Financial Strategy, concerning tenant rent level increases and tenant service charges increases.

Mr Burnham recognised that the Council were not getting the required levels of funding needed from the government and this was causing budget difficulties, but he called on the Council to unite with residents and challenge for a better funding deal.

Mr Burnham continued to highlight the large additional costs being placed on Council tenants and leaseholders through increased service charges. The charges included cleaning inside housing blocks being increased by 47%, waste management by 43% and concierge by 31%. He illustrated that this was increasing the service charge burden for a flat with a concierge service from £42 pounds a week to £53 pounds a week and this was coupled with an £18 pounds rent increase as well. Mr Burnham expressed that, without the concierge charging smaller blocks, the aggregate increase would still be around 13% or 9% higher than the current charges.

Mr Burnham added that for converted properties, the cleaning charge for cleaning the communal entrances to shared converted street properties was set for a 92% increase. This was the one area where the charges were set by double charging both tenants and leaseholders, and the deputation intended to put forward a further deputation to full Council next month on this issue.

Mr Burnham continued to highlight the impact of the proposed increases, the probity around them and lack of consultation.

He contended that the Council’s reliance on Universal Credit to mitigate the impact of excessive rents increases was not workable given that 95% of food bank users in Haringey were already claiming Universal Credits and nationally, 47% of food bank users were social housing tenants.

The deputation questioned the value for money motives of the Council in respect of these charges and considered that there was no indication of where these required additional costs had emanated. The deputation contended that there had been a change in the communication on this issue with repeated assurance provided in

previous years that service charges were being set at full cost. However, the deputation believed that the Council were not seeking value for money for residents, and that there was not a fair split between tenant, and leaseholders charge increases. They illustrated that tenant service charges were set to rise by £5 million or fully 45% and leaseholder charges rise by half a million pounds or 6%.

The deputation contended that the Council was breaching government guidelines for tenant service charges, which specified that providers must endeavour to limit increase in service charges by the same formula increase that applies to social rents, i.e. 7.7% this year, in order to keep charges affordable and this has not happened.

The deputation felt that the Council had a moral responsibility to tenants to consult on tenant service charges and this should be taken forward.

The deputation concluded by calling on the Cabinet to reconsider the tenant rent increases and further reconsider the service charge increases.

In response to questions to the deputation party from Cllr Hakata, the deputation responded as follows:

- Regarding the difference in rent payments made by residents in the private sector compared to rent payments in social housing with the benefit of secure tenancy, the deputation replied that security of tenure and affordable rent were both important and not comparable. The deputation also contended that it was not appropriate to consider the private housing regime in this discussion as this was a failed regime implemented by previous conservative governments.

- Reference was made to the Joseph Rowntree Foundation findings that Universal Credit payments were not enough to live on to meet basic needs and this further increase would make rent and service charge payments more difficult for Council tenants.

The Cabinet Member for Housing, Private Renters and Planning responded to the deputation and shared concerns about the issue of Universal Credit payments and use of food banks. However, there was a need to ensure that the HRA account was balanced and could ensure that tenants were safe in their homes. Also, that there were funds for future investment in Council homes. The Cabinet Member referred to the Housing Improvement Plan that contained key programme for investment in estates to ensure homes were to a decent standard, which the HRA fund would need to support.

The Cabinet Member could not comment on previous communications on cost recovery for service charges but underlined the full cost of service charges would need to be recovered and there could not be subsidised services that tenants and leaseholders received.

Increases in services charges had occurred in recent years due to increasing energy prices and as one example, this would have had an impact on costs for lighting in estates.

The Cabinet Member outlined that the division between the cost of the Council providing services to tenants and the amount it charged tenants for those services had been growing, so the disparity had been coming to light and if service charges were not reset to cover the costs of providing services, the gap would continue to increase, impacting the HRA.

In response to the issue raised on consultation with residents on the changes to the rent increases and service charges; residents were consulted on rent increases as part of the budget consultation as the case in previous years. In addition, increases to existing rents and service charges were set in line with government guidance and the recovery of costs. There was no requirement to consult on service charges except where new services were introduced.

In relation to concern raised on the different increases between leaseholders and tenants' charges, the Cabinet Member advised that the leaseholders were already charged for services on a full cost recovery basis and this resetting of tenant's service charges on a full cost recovery basis meant that the Council was treating tenants and leaseholders in the same manner.

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

The Scrutiny budget recommendations would be considered as part of Item 9.

**84. 2024-25 BUDGET AND 2024-2029 MEDIUM TERM FINANCIAL STRATEGY REPORT**

The Cabinet Member for Finance and Local Investment introduced the report which set out details of the final proposed General Fund (GF) Budget for 2024/25; the Medium-Term Financial Strategy (MTFS) 2024/29; the HRA Budget 2024/25 and its Financial Plan, as well as the capital programmes for both funds. It also included proposed dedicated school's budgets for 2024/25.

The Cabinet Member continued to outline the context for compiling the 2024/25 Budget and Medium-Term Financial Strategy which included: significantly reduced government funding over the last 14 years, increased demand for social care services, and rising inflation which was further increasing spend on statutory services.

The Cabinet Member expressed that setting a balanced budget meant being prudent about the affordability of borrowing and some Council projects would have to be delayed to a time when the cost of borrowing was lower.

The budget further considered:

- value for money through reducing use of agency staff,
- the ambitions for the Council house building programme of 3000 new Council homes by 2031,

- helping support families out of temporary accommodation and homelessness pursuing climate and air quality goals.

The Council would continue to resource libraries, children's centres, parks, leisure facilities, affordable homes, and youth services.

The Leader invited the Chair of Overview and Scrutiny to introduce the scrutiny recommendations and apologies for absence were noted from Cllr Connor, Vice Chair of Overview and Scrutiny, and chair of the scrutiny review of the budget process.

The Chair of Overview and Scrutiny advised that scrutiny colleagues recognised the scale of the challenge in putting forward a balanced budget for consideration and they acknowledged that the budget proposals continued to protect vital frontline services. The Chair of Overview and Scrutiny welcomed the Cabinet responses to the scrutiny recommendations and noted that a vast majority had been agreed.

There were a few issues to address in the way the budget was presented to both the Cabinet and Overview and Scrutiny Committee and improvements to the process had been outlined to be taken forward in next year's process.

The Chair of Overview and Scrutiny referred to scrutiny recommendation 17, outlining a couple of errors identified by scrutiny members in the savings calculations and presentational issues regarding the growth figures, which, although had not that led to any errors in the budget itself, had made the whole process of scrutinising the proposed areas of growth quite challenging.

Similarly, when amended savings proposals were considered post December 2023, when it came to the library service, it was not clear how this was being set out in financial terms. The Cabinet response provided confidence that a balanced budget was proposed, and Overview and Scrutiny would continue to scrutinise the budget compilation process, taking into consideration these experiences.

In response to questions from Cllr Hakata and Cllr Emery, the following information was provided:

- The Council was not alone in setting a budget with difficulties, and it was reported that there were one in five local authorities in financial difficulties. However, the proposed budget still managed to protect all of the Council's frontline services, and this had been a priority throughout the process.

- The Cabinet Member appreciated the issues raised by Overview and Scrutiny, but these presentational errors needed to be considered in the context of a very difficult budget process, with a lot of work done by officers to actually close the budget gap and to set a balanced budget this year.

- With regards to the savings figures allocated to the libraries service concerning self-service not going ahead, it was noted that these assigned savings figures would still stay in the budget. The service would be developing a comprehensive Library strategy, which would include areas for: income generation, working with different partners, and how the Council can work with

trusts and grant awarding bodies to make sure that libraries develop a sustainable financial footing for the future.

- In relation to £60,000 of growth that has been added to the budget for re - evaluated senior management roles in the Culture, Strategy and Engagement directorate, this was reflecting the cost of the establishment as it was now, and it was a relatively minor budget amendment to get in line with the latest forecasts.

- With regards to the savings proposal to redesign charges for tennis courts, officers had carried out a benchmarking review to ensure that the pricing in some tennis courts, was consistent across the borough and in line with neighbouring borough prices. There was also a need to consider how to offset some of the ongoing maintenance costs of the tennis courts and to make sure that income was recycled into targeted programmes to encourage more people to play tennis, particularly young people across the borough.

- In conclusion, there was a need for consistent charging across tennis costs, the Council were looking at peak demand times, and the review would enable the Council to look at where it can introduce concessions for residents where possible.

**RESOLVED:**

1. To consider the outcome of the budget consultation as set out in Appendix 7, to be included in the report to Council.

2. To approve the responses made to the Overview and Scrutiny Committee recommendations following their consideration of the draft budget proposals as set out in Appendix 8.

3. To propose approval to the Council of the 2024/25 Budget and MTFS 2024/29 Budget new growth and savings proposals as set out in appendices 2a, 2b, 3a and 3b.

4. To propose approval to the Council of the 2024/25 General Fund Revenue Budget as set out in Appendix 1, including specifically a General Fund budget requirement of £279.305m, but subject to final decisions of the levying and presenting bodies and the final local government finance Settlement.

5. To propose approval to the Council of the General Fund Medium Term Financial Strategy (MTFS) 2024/2029 as set out in Appendix 1.

6. To propose approval to the Council that the overall Haringey element of Council Tax to be set by London Borough of Haringey for 2024/25 will be £1,635.92 per Band D property, which represents a 2.99% increase on the 2023/24 Haringey element and with an additional 2% for the Adult Social Care Precept amount.

7. To note the Council Tax Base of the London Borough of Haringey, as agreed by the Section 151 Officer under delegated authority (Article 4.01(b), Part 2, of the Constitution), as 81,875 for the financial year 2024/25 (Appendix 10).

8. To propose approval to the Council of the 2024/25 Housing Revenue Account budget as set out in Table 9.6.

9. To propose approval to the Council of the Housing Revenue Account Medium Term Financial Strategy (MTFS) 2024/2029 as set out in Table 9.6.

10. To approve the changes to the rent levels for residents in temporary Accommodation, Council tenants in General Needs and Sheltered/Supported homes and shared ownership rents. Following compliance with the notification provisions contained in s103 Housing Act 1985, this will increase the average weekly rents as set out in Section 9.

11. To agree the changes to service charges to tenants as set out in Tables 9.4 and 9.5, which will come into effect following compliance with the notification provisions contained in s103 Housing Act 1985.

12. To propose approval to the Council of the 2024/25 – 2028/29 General Fund capital programme detailed in Appendix 4.
13. To propose approval to the Council of the 2024/25 – 2028/29 Housing Revenue Account (HRA) capital programme detailed in Table 9.7.

14. To propose approval to the Council of the Capital Strategy detailed in Section 8 of the report.

15. To propose approval to Council of the strategy on the use of flexible capital receipts to facilitate the delivery of efficiency savings including capitalisation of redundancy costs (Appendix 6).

16. To propose to the Council the Dedicated Schools Budget (DSB) allocations for 2024/25 of £234.04m as set out in Table 10.1.

17. To note the funding to be distributed to primary and secondary schools for 2024/25 based on the figures advised to Schools Forum and submitted to the Education Funding Agency in January 2023 set out in Section 10.

18. To note the budgets (including the use of brought forward DSG) for the Schools Block, Central Services Block, High Needs Block and Early Years Block set out in Table 10.1.

19. To delegate to the Director of Children Services, following consultation with the Cabinet Member for Children, Education and Families, authority to amend the Delegated Schools Budget to take account of any changes to Haringey's total schools funding allocation by the Education and Skills Funding Agency.

20. To delegate to the Section 151 officer, following consultation with the Cabinet Member for Finance, authority to make further changes to the 2024/25 budget proposals to Full Council up to a maximum limit of £1.0m.

**Reasons for decision**

The Council has a statutory obligation to set a balanced budget for 2024/25 and this report forms a key part of the budget setting process by setting out the final forecast funding and expenditure for that year. Additionally, in order to ensure the Council's finances for the medium term are maintained on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium-Term Financial Strategy. The Budget/MTFS report will be presented to Full Council on 4 March 2024 for approval.

**Alternative options considered**

The Cabinet must consider how to deliver a balanced 2024-25 Budget and sustainable MTFS over the five-year period 2024-29, to be reviewed and ultimately adopted at the meeting of Full Council on 04 March 2024.

The Council has developed the proposals contained in this report in light of its current forecasts for future income levels and service demand. These take account of the Council's priorities; the extent of the estimated funding shortfall; the estimated impact of wider environmental factors such as inflation, interest rates, the cost of living crisis on households and, in some service areas, the legacy of the Covid-19 pandemic; and finally, the Council's overall financial position. It is this appraisal that has led to this report.

These final proposals now presented take into consideration the funding allocations announced in the Provisional Local Government Finance Settlement, the responses to the budget consultation and the initial Overview & Scrutiny process. There is not an option to do otherwise as the Council has a legal duty to set a balanced budget by 11 March each year.

## 85. SCHOOL STREETS - 2022/23 STATUTORY CONSULTATION( NON- KEY)

The Cabinet Member for Climate Action, Environment, and Transport, introduced a report detailing Haringey Council's plan to implement School Streets at 8 schools to reduce air pollution, promote active travel, and enhance road safety for children. With 26 existing School Streets covering nearly 7km, over 11,000 pupils benefitting from cleaner air and reduced traffic risk.

The Cabinet Member highlighted that the success of School Streets was attributed to the dedicated sustainable travel team's engagement with schools. Demand for School Streets was high, with schools eager to participate based on positive experiences. The initiative involved collaboration among various Council teams to create child-friendly streets, with 8 schools expressing interest and plans to expand to 13 schools, benefiting an additional 4,500 students.

There were questions from Councillor Chandwani, Cllr Carlin and Cllr Emery and the following information was noted in response:

- The Parking Transformation Project Officer highlighted the extensive monitoring efforts already in place for the School Streets program. With 26 streets introduced, mostly under experimental orders, rigorous monitoring had shown an increase in walking and cycling along with a decrease in car usage. This monitoring was expected to continue for proposed permanent orders, including hands-up surveys with pupils and observations by officers to assess any necessary adjustments. Additionally, on-street monitoring would address parking issues, ensuring the program's effectiveness while providing ongoing feedback mechanisms.

- In relation to the monitoring process for understanding any negative displacement of traffic on surrounding roads including when and how amendments are made to address such issues, there would be extensive monitoring conducted across School Street schemes to understand the issues. Additionally, the introduction of school street zones in the package aimed to mitigate such issues from the outset.

- There was mixed consultation responses and adjustments were made based on objections though Councillor Hakata stressed that this should not be viewed as a referendum. He stressed the importance of understanding objections and prioritising children's safety. Councillor Hakata affirmed that minor inconveniences might arise, but prioritising children's safety was paramount, noting that most parents and staff were supportive of the initiative.

**RESOLVED:**

1. To consider all feedback, including objections to the proposed traffic management orders, as set out in Appendix A together with officer's recommended response set out in Appendix G.

2. To agree that the Council shall exercise its discretion to not cause a public inquiry to be held (see paragraph 6.32).

3. To approve that the following School Streets projects (as shown in Appendix B) are implemented:

1. Coleridge Primary (Crescent Road) School Street (SS46)
2. Lancasterian Primary School and The Vale Primary School (SS12)
3. Lea Valley Primary, Duke's Aldridge Academy and The Vale Secondary School Street (SS37)
4. North Harringay School Street (SS34 and SS35)
5. South Harringay Primary School Street (SS40 and SS41)
6. St Mary's CofE School Street (SS43)
7. St Mary's Priory RC School Street (SS42)
8. Stroud Green School Street (SS39)

4. To authorise the Head of Highways and Parking to make all necessary traffic management orders (TMOs) and install/undertake all necessary highway infrastructure and works necessary to give effect to the School Street design set out in Appendix B of the report.

**Reasons for decision**

School Streets are a key priority for the Council, as set out within the School Street Plan1, the Walking and Cycling Action Plan2 and the Corporate Delivery Plan 2022-20243.
The reasons for recommendation 3.3 are:

- to improve the health of children by increasing active travel, and to reduce road danger and improve air quality near the school gate;
- the schools are supportive of the plans;
- the proposals contribute towards the strategic objectives of the Council (see Section 7).

The reason that this is a non-key decision is because, although it discusses the implementation of 8 School Streets which cover more than two wards, it will not result in expenditure of £500,000 or more. It also will not be significant in terms of its effects on communities living or working in an area covering two or more wards or electoral divisions in the area of the local authority, hence is unlikely to result in substantial public interest or social, economic or environmental risk.

**Alternative options considered**

Do nothing

This option was rejected as not delivering School Streets would not meet the objectives set out in the Corporate Delivery Plan, the Transport Strategy, the Climate Change Action Plan, the Walking and Cycling Action Plan and the School Street Plan.

## 86. HARINGEY SEND TOP UP AND HIGH NEEDS FUNDING BANDING

The Leader introduced the report, which sought approval to proposed changes to the banding descriptors used to allocate funding to children in Early Years and of statutory School age in Haringey.

The following was noted in the introduction of the report from the Leader of the Council:

- That funding to support children with special educational needs and disabilities is part of the Dedicated Schools Grant (DSG) from central government was located within the High Needs Block (HNB). Ensuring these resources were allocated fairly and transparently to support all children with special needs was a critical task and had underpinned this report.

- That in entering into the Safety Valve agreement with the DfE, and as a condition of participation, the Council committed to review the way in which

resources for children with SEND were allocated. This had led to a review of the funding structure involving bandings and top-up allocations to ensure these are fair, open, and transparent.

- The review has been extensive, detailed and wide ranging, and officers had worked with many vital and key stakeholders over a long period to develop new proposals with the aim of allocating funding more equitably. The working review group had included parents and carers, representatives from mainstream and special schools, specialist teaching staff, health colleagues and education psychology. The aim has been to develop two sets of banding descriptors, designed to meet the needs of children and young people with SEND more effectively and accurately than the current system.

- The proposals had been consulted on.

In response to a question from Cllr Emery on whether recommending these changes to the banding would have come forward without the requirements of the Safety Valve programme, it was noted that the decision allowed for fairer, equitable banding funding arrangements for children and young people with SEND in the borough. This was also a transformation programme, which enabled the Council to expedite planned work for supporting children and young people with SEND.

In further response to a second question from Cllr Emery on learning from other boroughs that had already implemented the Safety Valve Programme and the positive impacts it has on outcomes for children, the meeting noted that the nationwide programme was still in its early stages and impact across the country not yet assessed. Assurance was given that the Council were learning from areas that have implemented the Safety Valve programmes successfully. The Council had been implementing this programme for 12 months and were starting to see more children supported at an earlier stage and less children requiring specialists and the high-cost statutory support.

**RESOLVED:**

To approve the proposed changes to the banding descriptors used to allocate funding to children in Early Years and of statutory School age in Haringey as outlined within section 4.12 of the report, Appendix Five: Proposed Early Years Inclusion Banding Descriptors and Appendix Six: Proposed SEND Bandings for School aged children and young people.

**Reasons for decision**

Haringey Council has a statutory duty to deliver support to children and young people with SEND. These responsibilities are described in the Children and Families Act 2014 which sets out the Local Authority‘s duties to assess children and young people’s SEND needs and to make provision to meet these needs.

Funding to support children and young people who require additional support to meet their SEND needs is allocated to Haringey Council via the Dedicated Schools Grant (DSG). Included in the DSG, is the High Needs Block which is specifically allocated to

make financial provision to meet the identified SEND needs of children and young people.

Funding for children and young people with Education and Healthcare Plans (EHCP) in mainstream schools is comprised of three elements. The first element is the Age Weighted Pupil Unit (AWPU - the individual money for pupils) which is approximately £4,000 per child; the second element is the notional £6,000 Special Educational Needs (SEN) support money. These elements are allocated directly to schools from their DSG allocation based on the national schools funding formula. If a child has an EHCP, additional financial top-up is allocated by the Local Authority from the High Needs Block. The SEND Bandings are the way in which the Local Authority provides transparency about the amount of top-up money being allocated and the rationale for this. This is a local arrangement, and each Local Authority has its own system based on its evaluation of local need and allocation of funding within the DSG.

Funding for special schools is comprised of two elements; place funding (£10,340) which is paid for every child at a special school and top-up money. In Haringey, this is either £24,000 or £27,000 depending on where the child attends. All the money for special schools comes from the High Needs Block of the DSG. Top-ups for special schools are allocated and agreed locally.
At present Haringey only has one band of top-up to Special schools so the amount of money allocated from the High Needs Block to support children in special schools is based not on needs of the child but on the type of school they are attending.

The SEND top-up funding for Early Years is applied for by settings when they identify a child with additional needs. Currently the setting can apply for either medium or high top up funding which is paid at a different rate per hour. The Local Authority has a number of commissioned SEND places for Early Years in the Nursery Schools, LA maintained Children's Centres and Broadwater Farm which are for high needs children and paid at a higher rate than the high top up funded children. As part of our Early Years Strategy, we are reviewing all the funding rates to ensure that the process is equitable and fair for all children in Haringey.

Haringey Council is part of the Safety Valve Programme which is a transformation programme designed to assist local authorities in reducing overspend in their High Needs Block expenditure and achieve an in year balanced budget. Haringey has agreed a Safety Valve deal until 2027-2028, with 18 projects designed to firstly, improve outcomes for children and young people with SEND and secondly, deliver services within a balanced budget. If successful, this will reduce the projected deficit of £80m to £30m and draw down additional funding of £30m to clear the projected deficit. As of 1 April 2023, the deficit was £23.8m. Based on the strength of, and confidence in the proposals within our plan, Haringey has received £11.96m to date which has reduced the cumulative deficit to £11.8m. As of December 2023, Haringey is reporting an in year overspend of £2.22m which is within the financial target set for 2023-2024 and is forecasting cumulative surplus of £0.1m by 2027/28. Haringey has successfully drawn down a further £2m for 2023-2024, which is 66% of the funding available to date within this year. It is

anticipated that we will draw down 100% of the funding to offset against the accumulative deficit as per our agreed Safety Valve plan for this financial year.

As part of the conditions of participation within the Safety Valve programme Haringey council have committed to review their bandings and top-up allocations to ensure that these are fair, open and transparent and calculated within the existing budget allocated to the Council to meet such needs.

Accordingly, Haringey Council has worked with key stakeholders, including but not exclusively, parents and carers, schools, specialist teaching staff, health colleagues and education psychology to develop two sets of banding descriptors, which are designed to meet the needs of children and young people with SEND.

Appendix Four describes the proposed new Banding descriptors for children aged 0-5 in Early Years settings. Key changes are outlined as follows:
a) These bandings are applied fairly and equally across all early years settings in Haringey.
b) there will be an increase from 2 to 4 Bands allowing for a better description of children's needs.
c) that these bandings are applied until children reach the end of the Early Years Foundation stage allowing support for children to be extended until the age of 5 in line with developmental stages with regular 6 monthly progress reviews.
d) that these bandings are funded jointly from the Early Years block and the High Needs Block of the Dedicated schools Grant (DSG) to ensure that sufficient funding is available to support children at the earliest point of intervention but that the amount of support from the
High Needs Block (HNB) is reviewed in accordance with the terms and conditions the council's Safety Valve agreement and what is allowable within the HNB grant and conditions.
e) bandings will be agreed at 'Early Years Review' meetings held by the Early Years provider and parent and based on evidence supplied and supported by relevant health and local authority education specialists. The decision to award the top-up band will be agreed at this meeting and subject to a termly review to ensure parity and equity of funding across settings.
f) the amount of funding which each of the individual 4 bands is allocated will be calculated annually based on the financial allocation within the DSG and will be published annually in April to allow for budget setting for settings by academic year.
g) each band will be clearly described with the highest financial award being allocated to children with the most complexity of need.
h) it is proposed that the services move incrementally into the new system over a 3-year period to ensure minimum disruption to children and settings, with the new system being incrementally introduced through settings as new children are assessed.

Appendix three describes the new bandings formulations for children and young people aged 5-19 who attend a mainstream or special school located within the London Borough of Haringey (either maintained or academy) but not Independent Schools (which are subject to different funding arrangements). Key changes are outlined as follows:

a) There will be an increase from 4 to 8 bands with 3 bands describing SEN support available to children prior to consideration of an education, health and care plan (EHCP),
b) That the Bandings are used to describe children and young people's needs on a continuum.
c) That there is an additional band introduced which allows for additional financial support to schools to allow for early intervention and support, to prevent a child's needs from escalating further and without the need for an EHCP.
d) The amount of money allocated to each of the individual bands is calculated annually based on the financial allocation within the High Needs Block of the Designated Schools Grant and each banding amount will be published annually in April to allow for budgetsetting
for settings by academic year. The methodology for this calculation and oversight of this is via a Stakeholder Steering Group of schools, Local Authority SEND Leads and Haringey SEND Power (Parent Carer Forum), this will be repeatedly annually. It is not anticipated that any school will be disadvantaged by this methodology, but should schools receive lower funding than previous years the Local Authority will work with the Head and
school business managers to understand risks and make mitigation for this. The intention was to provide a fairer distribution of resources, and also create resources to support the Local Authority's intention to provide early intervention and support.
e) Bandings and top-ups will be reviewed at each child's SEN or EHCP annual review, in accordance with the SEND Code of Practice and Children and Families Act 2014.
f) The amount of money allocated to each child (Top-Up funding) will be agreed by Haringey SEND Panel based on considering the evidence and recommendations of the parents,
Special Education Needs and Disability Co-ordinator (SENDCO) and specialist education
professionals who are responsible for supporting the child or young person.
g) During the current transition year, September 2023 – August 2024, every child or young person who currently has top-up funding from the High Needs Block of the DSG will have an EHCP audit. A new banding allocation will be made based on the needs evidenced within the child or young person's existing plan, and any banding which deviates from the
existing scale by 2 or more points will be taken to Haringey SEND Panel for further moderation following an Annual Review.
These policy changes were subject to public consultation via an on-line consultation form published on the Haringey SEND Local Offer website for a period of 8 weeks to ensure that families, schools and other parties have sufficient time to respond to the proposed changes. The
consultation ran from 5th October until 1st December 2023.

The consultation, whilst not a statutory duty, was promoted via the SEND Newsletter, Special Schools and Parent Carers' Forum and a range of other relevant networks within the education, health and care sector. Appendix Three: Bandings and Top Ups Consultation Report describes in detail the work which took place to undertake the consultation and the responses
recorded via the web-pages. The consultation responses indicated broad agreement with the proposed changes with some useful suggested amendments and indicated that SEND consultations, whilst offering an outlet for expressing wider discontent in

the system also offer a useful opportunity for the Local Authority to ensure that it has access to wider opinions and a
chance to develop good practice informed by both practitioners, parents and carers.

Consultation responses were mainly received from parents and carers of children and young people with SEND with some comments from practitioners. A summary of the key responses are outlined below. Refer to: Appendix Three: Bandings and Top Ups Consultation feedback and responses. As a result of the responses to consultation amendments have been made to the original Bandings Framework.

For ease they are marked in red on Appendix Five and Six (Proposed Bandings) A summary of the key responses are outlined below.
a) Recognition of the wider SEND improvement agenda of which these Bandings form a part.
b) Inclusion of the importance of impact as well as severity of Hearing Loss in determining children's needs in this area.
c) Recognition and consideration of the impact of 'masking' behaviours for children with social communication difficulties.
d) Recognition of the interface between the Early Years Bandings (Which apply to children in earlier stages of their development assessed by their good levels of development) and the school-age Bandings which assess older children's ability to function within a schoolbased learning environment and achievements in relation to the National Curriculum (including entry-level learning).

EHCPs will continue to clearly outline in detail, the provision required for children and young people with sufficient flexibility to meet individual and assessed needs which will be monitored through the statutory annual review process.

The financial envelope for the High Needs Block Grant is based on a national formula based on pupil numbers. Funding allocations to the bandings are agreed by the Schools' Forum. Where schools may be adversely affected financially as a result of the new bandings, financial modelling support will be provided by Haringey Schools Finance to Schools to assess the impact of any changes and any options to minimise impact. This may include adopting a phased incremental approach and/ or a review of pupil numbers.

**Alternative options considered**

Consideration has been given to retaining the bandings in their current form with no changes made. This option is not considered to be sustainable in light of the feedback from stakeholders regarding developing a more equitable system. This option is not sustainable and requires review in the context of the Safey Valve programme.

## 87. ADMISSION TO SCHOOLS DETERMINED ADMISSION ARRANGEMENTS FOR 2025/26

The Leader of the Council introduced the report in Councillor Brabazon's absence. Cabinet was asked to decide on the proposed admission arrangements for the 2025/26 school year for the borough's community and voluntary controlled (VC) schools. The recommendations also sought Cabinet approval for their publication on

the Council's website by March 15, 2024, including information on the right to object to the Schools Adjudicator. This year's proposals involved reducing the published admission number (PAN) for several primary schools by one form of entry (1fE), affecting 30 Reception pupils each from September 2025/26. The Cabinet had agreed to conduct statutory consultation on the proposed arrangements between November 24, 2023, and January 5, 2024. The attached report provided details and analysis of the received representations regarding all admission arrangements and provided recommendations on the proposed arrangements.

In response to a question from Cllr Emery on consultation responses in favour of merging two Catholic schools instead of reducing the number of pupils at each, and clarification on decision making on this matter, the Head of Admissions, advised that collaboration with the diocese occurred regularly on educational matters. Consolidating schools into one entity would streamline operational costs, ensuring sustainability. The proposed reduction aimed to maintain the breadth of primary school offerings in Haringey and address risks associated with unused capacity. Schools required time for restructuring to align teacher numbers with class sizes. Collaboration with the diocese was integral to broader education strategies, including the establishment of an education strategy board. Pan reductions represented one solution among various approaches, such as mergers, amalgamations, and federations, which would be explored with input from the diocese and other stakeholders, including headteachers and governors.

**RESOLVED**

1. To consider and take into account the feedback from the consultation undertaken which is set out in appendix 8.

2. To consider and take into account the equalities impact assessment of the proposals on protected groups at appendix 7.

3. To agree the recommendation set out in this report to proceed with the proposal to reduce the published admission number (PAN) for the primary schools listed in table 1 below by one form of entry (1FE) – 30 Reception pupils each from September 2025.

4. To determine the Council’s admission arrangements for the academic year 2025/26 as set out in Appendices 1 – 4.

5. To agree Haringey’s fair access protocol as set out in Appendix 5 to come into force from 1 March 2024.

6. To agree that the determined arrangements for all maintained primary and secondary schools in the borough are published on the Council’s website by 15 March 2024 with an explanation of the right of any person or body, under the School Admissions (Admission Arrangements and Co-ordination of Admission

Arrangements) Regulations 2012, to object to the Schools Adjudicator in specified circumstances1.

**Reasons for decision**

In common with many London authorities, Haringey has experienced a decrease in demand for reception school places for several years. This is due, in part, to the turbulence brought about by Covid-19 and Brexit. However, the decrease in applications is likely to reflect a wider set of factors at play that have been impacting demand for primary reception places for the past few years.

This has contributed to a higher than necessary number of reception places in some of Haringey's educational planning areas where supply is predicted to outstrip demand. This report sets out our continued response to the change in demand for reception places in the borough and seeks agreement from Cabinet to proceed with the proposal to reduce the published admission number (PAN) for the 3 primary schools listed in table 1 below by one form of entry (1FE) – 30 Reception pupils each from September 2025.

This follows agreement by Cabinet in February 2023 to reduce the planned admission number for 8 primary schools from September 2024. Falling rolls due to lower birth rates and out-migration rate has demanded changes to PAN in recent years whilst our Reception place surplus is forecast to grow further without more reductions. The proposals for reductions in PAN are designed to improve schools' ability to efficiently plan their staffing and educational provision by offering a more accurate number of places.

This work forms part of a bigger Education Strategy which places the LA as a catalyst and partner with the aim of creating resilience and reducing vulnerability in our schools. We have continued our conversation with school leaders and governors through a series of additional workshops (Autumn 2023) to explore collaboration and sustainability opportunities to ensure that schools can continue delivering a high quality of education. PAN reduction is one of several solutions that schools can explore, and future sustainability can also be achieved through other strengthening partnership e.g. amalgamations, soft/hard federations, and memorandums of understanding between schools etc.

**Alternative options considered**

We are not proposing a change to the oversubscription criteria for our community and VC schools for 2025/26. Whilst there are other ways admission arrangements can influence the allocation of school places set out in the Code (e.g., designated catchment areas, identified feeder schools or giving priority in our oversubscription criteria to children eligible for the early years premium/ pupil premium) no alternative option is being considered at the time of writing this report.

Although other London authorities (e.g. Camden and Hackney) have taken radical measures to address surplus capacity at primary level (school closures / amalgamations) this is not currently under consideration in Haringey. We are keen to

maintain the mix and spread of all of our existing primary schools so that parents and carers have the optimum choice of school type and location.

## 88. SHAP (SINGLE HOMELESS ACCOMMODATION PROGRAMME) FUNDING

The Cabinet Member for Housing, Private Renters and Planning introduced the report which recommended accepting grant of capital allocation of £2,011,642 to acquire 10 homes during 2024/25 from the Mayor's Single Homelessness Accommodation Programme (SHAP) and accepting revenue allocation for £1,007,468 to provide 3 years revenue funding to support 20 clients in a Housing First service.

The Cabinet Member continued to outline that acquiring the ten new homes for residents with experience of rough sleeping and who may have additional complex needs would further create a pathway for them towards independence and recovery.

In response to a question from Cllr Emery, the 10 new homes would be purchased with the funding, and these could be previous local authority homes brought under the right to buy scheme. These would not be a purpose-built scheme for homeless residents.

Following consideration of exempt information at item 24,

**RESOLVED**

1. That Cabinet: in accordance with Contract Standing Order 17.1 and Contract Standing Order 9.07.1(d), approves the acceptance of Capital (£2,011,642) and Revenue (£1,007,468) grant funding from the Mayor's Single Homelessness Accommodation Programme (SHAP), the terms of which are summarised in part 6 of the report.

2. To delegate authority to agree the final grant documentation and contracts to the Director of Housing, Planning and Regeneration, after consultation with the Director of Finance and the Head of Legal and Corporate Governance (Monitoring Officer).

**Reasons for decision**

The Council is committed to providing housing and support for vulnerable residents in the Borough. This decision is an important step in achieving that aim.

Accepting this grant is an opportunity to lever more funding into our programme - which will mean overall the council will be able to deliver more homes for rent.

**Alternative options considered**

The only alternative is not to accept the grant. Choosing that option will directly impact on the council's ability to purchase 10 homes and extend the service to 20 people, resulting in more people sleeping rough.

## 89. ACQUISITION OF NEW AFFORDABLE HOMES AT THE ST ANN'S HOSPITAL SITE

The Cabinet Member for Council House building, Placemaking, and Local Economy, introduced the report which provided an update on the proposed deal structure for purchasing new homes at the Peabody Group development on GLA-owned land at St. Ann's General Hospital. It sought authority to acquire 38 homes in the first phase and to grant a pedestrian easement over Council land. It also proposed an Option Agreement for purchasing up to 116 additional homes in subsequent phases, pending Cabinet approval.

The Cabinet Member outlined that the St. Ann's Hospital site was strategically important, with 154 affordable Council homes planned to contribute to the target of 3000 Council homes by 2031. The first phase would provide sheltered accommodation for Haringey residents over 55 years old. Subsequent phases would include larger family homes, with a total of 41 three-bedroom homes, 14 four-bedroom properties, and 34 two-bedroom properties. This diverse mix of homes supported the delivery of the housing programme.

In response to questions from Cllr Hakata and Cllr Emery, the following was noted:

- The first phase of accommodation provision was specifically for elderly, these 38 units were due to be completed in mid-2026. In terms of the neighbourhood moves, scheme, this would apply for 250-metre radius from the site.

- In relation to dealing with overcrowding on the Tiverton estate, the availability of the Remington estate nearby which was almost ready for occupation was highlighted and there would be another 46 homes on this estate as well. The Interim Head of Development advised that if any part of the surrounding estates was within the 250 metres, then the whole estate was included within the neighbourhood moves scheme. However, the Interim Head of Development, committed to discussing this further with the Neighbourhood Moves Officer and providing a response after the meeting.

- No retrofitting was expected soon due to high-quality standards already being in place, including landscaping and near passive House designs, promoting energy conservation and biodiversity. Overall, there was confidence in the value of this purchase.

Further to considering exempt information at item 25,

**RESOLVED**

1. To approve the long leasehold acquisition (for housing purposes) at preconstruction stage of 38 sheltered homes and ancillary communal spaces at block C1 within Phase 1 of Peabody Group scheme on GLA-owned land at St. Ann's General Hospital, St Ann's Road, N15 3TH for the purchase price set out in the Exempt Part B report and on the basis set out in the Heads of Terms in the Exempt Part B report.

2. To consider the representations made and set out in paragraphs 6.21 to 6.30 as a result of the consultation carried out under section 105 of the Housing Act 1985 and approve the granting of a Pedestrian Easement for public use across adjacent Council owned land (shown coloured blue on the first plan at Appendix 2) held in the Housing Revenue Account portfolio, for the value set out in the Exempt Part B report, netted off the purchase price;

3. To approve the Total Scheme Cost, including the on-costs budget and contingency allowances, as well as the rent levels and GLA grant subsidy as set out in the Exempt Part B report;

4. To grant delegated authority to the Director of Placemaking and Housing in consultation with the Director of Finance (S151 Officer), the Head of Legal and Governance and Cabinet Member for Council House-building, Placemaking and Local Economy to agree the final terms of the acquisition including legal documentation and complete the transactions for the long leasehold acquisition, associated Development Agreement, pedestrian easement and Option Agreement; and

5. To approve the entering into an Option Agreement with Peabody Group for purchasing up to a further 116 affordable homes in subsequent phases of the St Ann's Hospital development.

**Reasons for decision**

The acquisition of these residential units will allow the Council to secure the delivery of 38 new Council homes for use as sheltered accommodation for older people.

There is an overwhelming need for affordable homes in Haringey. This acquisition will help the Council provide accommodation for rent to those on the Council's Housing Register who most need them and help the Council fulfil its political commitment to build 3000 Council homes by 2031.

The homes to be delivered are very well located and will be high quality, within a major strategic regeneration scheme of significant local importance.

The acquisition is supported by GLA Grant Funding.

**Alternative options considered**

*Not to acquire the homes.* This option has been rejected as doing so would both result in significant abortive costs and represent a missed opportunity for the Council to:

- Secure 38 homes to let as social rent tenancies.
- Avail of substantial GLA Grant Funding.
- Assist in maintaining momentum and progress in the overall aspiration to provide affordable housing in the borough.
- Enter into an option agreement for a further up to 116 affordable homes in subsequent phases of the scheme.

## 90. APPOINTMENT OF COMMERCIAL PROPERTY MANAGEMENT PROVIDER FOR 40 CUMBERLAND ROAD

The Cabinet Member for Council House building, Placemaking, and Local Economy introduced the report which sought approval of the appointment of a specialist commercial property management services supplier for 40 Cumberland Road ("Wood Green Enterprise Hub") for a period of three years, with options to extend by a year, and a subsequent option to extend by a further year, as an interim measure which would enable the Council to develop its capacity to self-deliver workspace.

The Cabinet Member outlined the following:

- Delivering the Wood Green Enterprise Hub project at 40 Cumberland Road presented a unique opportunity for the Council to support local businesses and enterprises through the creation of workspace.
- There was increasing demand for workspace to support local SMEs, as well as a need to provide opportunities for growth. The Enterprise Hub would not only protect the existing 3rd and 4th floor occupiers in the building and provide space for new occupiers, but also transform an underutilised building into a hub for local people to access events, culture and networks.
- The Enterprise Hub would enable the Council to demonstrate its commitment to the delivery of workspace for local businesses through its own property by leveraging external funding, and in doing so secure social value outcomes for the people and businesses of Wood Green, now and in the future. It would also enable the Council to develop an innovative self-delivery approach for future workspace across the borough.

In response to questions from Cllr Emery, the following was noted:

- Regarding, the balance between the commercial and the affordable rent occupiers in terms of the rent collection, the first two floors were occupied by artists of varying degrees, and they would remain as tenants on those floors. Then the Council would be seeking to offer some commercial rentals and some subsidised rented space to allow the building needs to be met and for it to be able to maintain itself. There would be some grant funding and the management would be able to ensure that there is a fit out on the other floors, which would also provide some ground floor event space as well, which would be a useful addition to the area.

- With regards to the expected spend in order to build up the capability to manage properties such as this one in the Council's portfolio, this was part of the property recruitment and the resourcing plan which the Property service would need to build a full business case around. There was existing capability within the team, and this was a capacity issue at the moment and relied upon moving and shifting projects going forward.

Further to considering exempt information at item 26,

**RESOLVED:**

To approve the Authority entering into a services contract with a third-party supplier to provide commercial property management services for 40 Cumberland Road for an initial period of three years, with options for extension to a total duration of up to five years from the commencement of the contract.

**Reasons for decision**

It is a longer-term ambition of the Council to build its capability to successfully manage modern “workspace” environments on Council properties (such as 40 Cumberland Road) in a self-sufficient manner which maximises the property’s local impact and benefits. The Council does not currently have this capability. As such, it is proposed that the Council will appoint a suitably skilled and experienced commercial property management services supplier to manage 40 Cumberland Road over an interim period whilst the Council seeks to build its own internal capabilities in this area.

This approach is in line with ‘Opportunity Haringey’ which was adopted at Cabinet in November 2023. Opportunity Haringey is Haringey Council’s new inclusive economy framework. The Opportunity Haringey vision is to create a fairer and greener local economy that builds on local creativity to harness Haringey’s strengths. It has been developed through listening to residents and businesses. It sets out how the council will work with local and strategic partners to create an inclusive, more resilient local economy where local businesses can grow and thrive and residents benefit from rewarding, well-paid work. The framework has five themes, one of which is ‘Work Places and Spaces’; with which this project aligns.

It is proposed that the commercial property management services supplier is engaged for an initial three-year period, which will allow 40 Cumberland Road to become fully operational and develop a community of occupiers across the property, before a process takes place for handing over the management of the property to the Council’s in-house team which will manage this property and potentially other Council commercial properties across the borough. There will be the option to extend to the contract with the supplier for a fourth year, and a subsequent option to extend the contract with the supplier for a fifth year, should it be deemed beneficial. The contract will therefore have a maximum term of five years

The successful supplier was selected following an open procurement process, managed by the Council’s strategic Procurement team, which concluded on 18th December 2023. As well as written submissions, tenderers were also scored on clarification presentations, given to the evaluation panel. The panel was made up of officers from Property, Regeneration and Economic Development team.

The procurement tender pack included a fully drafted services contract, so as to ensure that bidders were aware of the legal / contractual requirements. Changes to the contract can be made only via the change control process outlined within the contract, and only once it has been entered into by both parties (successful supplier and Council).

Should the outlined approach be successful, it could provide a model that could be replicated in other Council commercial properties to activate and optimise vacant sites and inform wider property strategy.

The commercial property management services at 40 Cumberland Road will include several statutory and legal duties in addition to supporting the occupier community and delivery of social value outcomes. The commercial property management services supplier will be responsible for a number of activities such as planned and preventative maintenance of the building, collecting of occupier fees such as service charge and licence fees, and ensuring compliance in matters such as fire safety, health and safety, maintaining appropriate insurance etc.

The Council has external capital grant funding available which will enable the fitout improvements of 40 Cumberland Road to provide an exciting new workspace environment. The Commercial property management services supplier will support this process. They will feed into the design and delivery process, support existing occupiers and work on pre-letting and management plans to ensure a swift transition to operation following completion of construction.

Existing occupiers of the third and fourth floors entered new license to occupy agreements in August 2023. They will be impacted by the change in management arrangements. However, it is anticipated that this will be a positive change, with a dedicated organisation in place to contact to discuss issues, faster response times to repairs and a clear understanding of the operation of the building. This change will be managed through sustained engagement with these stakeholders and nurturing the relationship between the commercial property management services supplier and the occupiers. A high-level overview of the new approach and upcoming changes have been communicated to the occupiers, with more detail to be provided as and when approvals are granted.

The officer recommendations set out in the report take into consideration the below factors:

- the time required to build an in-house workspace management team
- the opportunity for learnings that can be obtained through contracting with an expert commercial property management services supplier.

This approach will seek to reduce delivery risk to the Council as it assumes an intelligent client role. Alternative options are explored further in Section 5.

The Council will maintain a direct legal relationship with existing occupiers, via occupation agreements (licences and leases). The revenue from occupier fees is intended to cover the costs of commercial property management services and third-party service provider costs (that the commercial property management services supplier would source), e.g. for facilities management related costs. All surpluses would then be retained by the Council. The Council will have a clear, detailed services contract with the supplier.

The deliverables of the contract with the commercial property management services supplier will include (but are not limited to): a. Property management plan; b. Planned and preventative maintenance plan; c. Health and safety compliance plan; d. Marketing and letting plan; e. Financial plan; f. Progress reports; g. Executed occupational agreements; h. Systems and set up of software to provide the services; i.

Finance transferred to the authority; j. Handover plan; and, k. Third party service providers agreements and invoices.

The scope of activities of the commercial property management services supplier includes (but are not limited to): a. Occupier management – day-to-day management of occupiers including: develop and deliver a robust property management plan; develop and deliver a marketing and sales plan; on-site presence; lead processes with occupiers and facilitate legal occupational agreements; coordinate occupier meetings; curate the customer mix to benefit the building and local area; communicate with occupiers and be their main point of contact. b. Financial management and reporting – Develop and perform against an annual and five-year plan; income collection; debt and arrears management; efficient management of third-party services & invoice settlement; provide performance reports / open book accounting and meet with LBOH (leading key performance indicators will relate to compliance monitoring, occupier feedback, income and occupation rates). c. Facilities management – Contracting with, managing and paying utility and facilities suppliers; soft and hard facilities management; event and meeting room management. d. Animation of the property – Facilitating networking and encouraging collaboration between occupiers and other local organisations; ongoing provision of studios for creative micro businesses on upper two floors, enabling creative anchor tenant Alexandra Palace to utilise the ground floor, facilitating business support; enable providers of social value to carry out activities at the property such as events, workshops etc. e. Handover to the Council – Working with the Council to develop its in-house capability to support future management of this and other similar properties during the contract term, and handing over management of the building at the end of the contract term

In advance of the tender being formally issued in December, a market warming exercise took place in early September for the commercial property management services contract, resulting in interest being expressed from several organisations. This exercise included providing information to interested parties to register on the Council's procurement framework.

Major Projects are manging the design and fit out works for 40 Cumberland Road. These works are jointly clienteed by the Wood Green Regeneration and Property teams. The design team is being managed by architects Assemble and QS services are being provided by IKS. The fit-out contractor is yet to be commissioned but Major Projects have added approval of the successful contractor to the cabinet forward plan for spring 2024.

**Alternative options considered**

Officers considered the following alternative options to manage 40 Cumberland Road and achieve the ambitions for the property as set out:

Council Direct Delivery of Whole Site in 2024: The Council currently provides facilities management and wider property management to 40 Cumberland Road, which mainly involves managing the upper two floors of occupiers, and provision of repairs, cleaning, maintenance and security. While deliverable, it is resource intensive. The level of resource required will only increase as the building is developed into a fully

functioning workspace environment. It is unlikely that LBH would be in a position to mobilise a full team on the opening of the Enterprise Hub, due to timescales and challenges associated with within the property profession. Failure to deliver within the time constraints or meet service level requirements would have a repercussions on the financial return that the Council can expect.

Council Manages Occupiers and Appoints External FM Management: This option would involve a split of responsibilities between the Council, who would manage occupiers; and a third-party supplier who would undertake facilities maintenance duties under a services contract. The time to implement the services contract would be similar to the Property Management Services Contract due to legal and procurement rules. In this case, the Council would need to be highly diligent as client, as the management of the property and the facilities would be separated. This would cause complexities including an impact on the occupier experience, higher level of Council resource required to manage the site, and risks around communication and the loss of synergy and economies of scale in delivery. Overall, the cost of delivering Property Management directly and facilities management via a supplier is likely to reduce the financial return.

Do Nothing: The responsibilities associated with property ownership mean that not providing services to the building is not an option. The Council has statutory and legal responsibilities to ensure that the building is safe and being used appropriately. The longer-term cost of implementing occupational agreements and not providing services or management will be significant reducing the overall return.

## 91. HARINGEY SAFETY VALVE PROGRAMME: SEND RESOURCE PROVISIONS

The Leader of the Council introduced a report stating that the Department for Education (DfE) had requested Haringey's application for the 2022/23 Safety Valve Programme, aimed at helping local authorities reduce overspending in the High Needs Block expenditure for Special Educational Needs and Disabilities (SEND). Haringey was projected to have a significant overspend in SEND by 2027/28, posing a risk to council finances. The government's offer to eliminate historic deficits hinged on LBH developing detailed plans for systemic change and service transformation.

This challenge aligned with the ongoing strategic transformation of SEND services in Haringey, supported by partnerships with schools, education, health, and care sectors, along with children, young people, and families. Capital projects, like the ones discussed, were crucial for fostering systemic changes and service transformation, facilitating bespoke provision for children with SEND. These initiatives aimed to prioritise early intervention and support and aligned SEND services with wider education strategies.

Councillor Emery inquired about how the creation of 118 places compared to the anticipated demand. In response, it was noted that it was difficult to accurately project future demand however the calculations suggested that creating 118 places would be beneficial moving forward.

Further to considering exempt information at item 27,

**RESOLVED**

To approve the creation of six new SEND resource provisions (see table one below), as agreed in the original cabinet paper for the bid to the Department for Education (DfE). These form the main part of the capital projects within Haringey's Safety Valve Programme, each provision will be delivered within the financial funding envelope of £12.4m.

Table One: Resource Provisions to be Approved.

| Provision | Number of places | Start date for pupils (phasing) | End date for places to be filled |
|---|---|---|---|
| Primary SEMH<br>Alexandra Primary School | 10 | Sept – 2025 | Sept – 26/27 |
| Primary Autism School (A) Earlsmead School | 15 | Sept – 2025 | Sept – 27/28 |
| Secondary and Post 16 Autism<br>Fortismere Secondary School | 34 | Sept – 2025 | Sept – 27/28 |
| Secondary and post 16 SEMH Park View Secondary school | 34 | Sept – 2025 | Sept – 27/28 |
| Severe Learning Difficulties<br>The Brook Primary Special School | 10 | Sept – 2025 | Sept – 26/27 |
| Secondary and Post 16 Complex Needs Placements Riverside School | 15 | Sept – 2025 | Sept – 26/27 |
| **Number of placements** | **118** | | |

For further background information please refer to the Safety Valve Paper submitted to cabinet in in September 2022 (see Appendix C).

**Alternative options considered**

Do Nothing – This option was discounted, the cumulative DSG deficit as of 31st March 2023, was £23.83m, is continuing to increase and is unsustainable. If unmitigated, this is predicted to increase to £77.6m by 2027/28.

## 92. EXTENSION OF TWELVE BLOCK CONTRACTS FOR THE PROVISION OF HOME SUPPORT AND REABLEMENT SERVICES

The Cabinet Member for Health, Social Care, and Wellbeing introduced the report which sought approval for the execution of an 18-month extension to twelve (12) Call-Off contracts for the provision of bundled hours home support and reablement services (listed in Appendix 1 of the attached report), as provided for in the original tenders.

The Cabinet Member outlined the following:

- The purchase of care for residents requiring home support and reablement services was judged a success due to not having significant waiting lists that was seen see in other parts of London and in in the country.

- The Council were not seeing the level of care packages being handed back to them and had seen less complaints since the Council had embarked on this journey due to developing close working relationship with providers. This allowed the Council to have a better control and support providers better and in turn meet key themes such as improving adult social care and also improving the financial side of social care.

- The current high cost of care was recognised and was not something that could necessarily be influenced, but the way forward was to work with providers to ensure better care.

In response to questions from Cllr Hakata and Cllr Emery, the following was noted:

- Having a set number of providers that the Council were working closely with and had regular contact with, enabled effectively managing standards and ensuring that the Council were getting the best service possible for residents. The Assistant Director added that the theme of quality of service and value for money was replicated across health services commissioned by the Council and with the integrated teams as well. There was a quality assurance framework that was worked to across the North Central London Group.

- In Haringey the objective of these contracts was to increase the sustainability and the quality of provision. This was done through pricing at a sustainable level for providers to ensure that they could recruit retain a workforce of carers.

- Having 12 contracts meant that the Council could really hone that resource and build those relationships. Also having on site visits enabled a good understanding on what was happening on the ground level and helping support providers to continue to develop.

- Client satisfaction surveys were done on a contract-by-contract basis. There were a sample of clients chosen and the Council would call the client or speak to their families. There would also be consideration of any complaints that were coming through to both to the providers and to the Council. The Council team would then assess any themes emerging across providers together with any specific issues with contractors to deal with at contractual level.

Further to considering the exempt information at item 28,

**RESOLVED:**

1. To approve, pursuant to Contract Standing Order 10.02.1 (b) , the extension of twelve (12) contracts for the provision of bundled hours home support and reablement service, for an 18-month period, from 1 March 2024 to 31 August 2025. The twelve contracts are listed in Appendix 1 (exempt) of this report.

2. The maximum cost of extending for 18 months, if all care hours are utilised, is £15,064,920, taking the combined total contract values to a maximum of £42,786,315. For the avoidance of doubt, payment will be made on services

called-off and delivered only, and the estimated likely spend for the 18 month period, based on current utilisation, is £12.3m.

**Reasons for decision**

Haringey's model of care for home care support was developed using a codesign process that engaged with front line care workers, provider agencies, service users, and social care staff, and reflected best practice in delivering home support and reablement services from across the country.

The contracts have been running for between two and three years, and a review of performance across the contract shows the contracts are performing well:

 between 70 and 80% of the contracts' care hours are being utilised. The ambition is to increase to 90-100% within the contract extension period.

 89% of packages are commissioned with a few hours of referral; and most packages are commissioned within 24-48 hours

 Package hand backs are low with just a handful of packages handed back since the start of these contracts where it was felt that the provider could not meet the needs of the client or at the client's request.  Client satisfaction is reported as top quartile, with the Council receiving fewer complaints from clients, family or social care staff.

 Around 90% of planned visits are made and continuity of care provider is good.

 Although workforce recruitment and retention issues persist, as they do regionally and nationally, providers have reported that the ability to offer greater pay, more care hours and in defined geographical areas that limit the need for travel, has perhaps shielded them from the worst effects of the prevailing climate, has allowed them to increase their employment of Haringey residents and has facilitated some overseas recruitment. All providers are reporting use of fixed hour contracts and payment of London Living Wage (LLW).

Although there have been issues with several providers being CQC rated Requires Improvement, leading to a suspension in new packages, one of the strengths of the new model, with a smaller number of providers, has meant we have been able to target our finite Provider Quality Assurance (QA) resource to work intensively with these providers to ensure their improvement plan is implemented in a timely manner. To date, five providers have been suspended, and three of the five providers have had their suspension lifted.

Areas for focus moving forward are reporting and achievement of reduction in care hours and delivery of outcomes-based care, and supporting clients to connect into their local community and networks.

As part of the implementation plan for the Adult Social Care Commissioning Peer Review undertaken in Autumn 2022, a Quality Assurance and Contract Monitoring Framework (QACMF) has been launched, and we will also be increasing the number of officers working in these areas. This will ensure that going forward regular contract

monitoring and on-site provider visits will take place; these providers will also receive at least two Contract Monitoring meetings and two QA visits a year. This will enable a more proactive approach to addressing and resolving contractual performance and quality assurance issues.

The move towards adult social care service localities will further assist efficacy of service delivery for these contracts, as it will facilitate area knowledge and enable greater collaborative working with social care professionals. care workers to more easily reduce travel time for care workers and the move to localities-based working for adult social care services which is already underway with new work allocated on a locality basis and defined locality teams due to be in place by April 2024, and will enable greater collaborative working with the service providers.

**Alternative options considered**

Do nothing: the contract would end on 28 February 2024 and would undermine all the progress the Council has made with the successful providers to-date. It would also put at risk continuity of care for clients as providers may choose to hand back packages of care.

Go out to tender: It would be possible to go back out to tender but given the imminent expiration of the contract, will not allow for a full procurement process to be undertaken. It would also disrupt the good relationships and progress made with the providers to date. Given the challenges in the market and our duty to ensure sustainable fee rates, it would be unlikely to produce a reduction in cost.

**93. APPROVAL FOR MEANWHILE USE OF THE OSBORNE GROVE NURSING HOME BUILDING AS THE VENUE FOR THE ROUGH SLEEPER NIGHT SHELTER AND INSOURCING THE ROUGH SLEEPING NIGHT SHELTER SUPPORT PROVISION**

The Cabinet Member for Housing, Private Renters and Planning introduced the report, emphasising the challenges faced by people experiencing homelessness and the borough's commitment to ending street homelessness. The report highlighted the need for high-quality supported accommodation to help vulnerable individuals rebuild their lives. A night shelter was seen as a crucial step towards achieving this goal, aligning with Haringey's ambition to provide quality services that meet the needs of residents facing street homelessness. The Cabinet Member stated that Haringey Council would now be delivering this service directly for the first time.

Councillor Emery asked if there was a long-term plan for the service to relocate if the Osborne Grove redevelopment proceeds. The Cabinet Member responded that there were existing commitments concerning the site and highlighted the opportunity for thorough evaluation within the two-year timeframe that this decision provided.

Further to considering exempt information at items 29,

**RESOLVED**

1. To approve the meanwhile use of Osborne Grove Nursing Home, 16 Upper Tollington Park, N4 3EL, as a night shelter to be delivered by Haringey Council, starting in April 2024 until March 2025, whilst options for the long-term use of the building and site are subject to further consideration.

2. To terminate the current DLUHC ring-fenced funded Thames Reach Ltd contract and to bring the night shelter service provision in-house.

**Reasons for decision**

The London Borough of Haringey is committed to utilising assets in a way that dynamically and flexibly responds to need. The use of Osborne Grove as supported housing commenced in 2020 in response to the COVID-19 pandemic and the Government's Everyone In directive to accommodate everyone at risk of rough sleeping. This was a valuable, positive and cost-effective use of the building, and the service was mobilised at pace to minimise any risk of transmission in this vulnerable cohort.

London Borough of Haringey was awarded £3,871,429 in the Rough Sleeping Initiative 2022 – 2025 (See Appendix 2). Of this £1,194,188 of this provision was awarded on the basis of the borough providing a night shelter. Thames Reach were identified as a partner organisation in the original report approved by Cabinet Member on 22/8/22 and due to them delivering the existing Haringey Street Outreach Team, it was felt that it made sense for them to also deliver the night shelter accommodation. An additional £230,000 was awarded to fund the fit out of a suitable building as a night shelter. The previously identified building at the Clarendon Recovery College did not become available within the required timeframe and the Council was then unable to meet this commitment. Due to the delay there was a significant risk that the Council would not be in a position to deliver a night shelter at all, which could have led to the council being asked to return the grant. Instead, approval was sought from DLUHC to deliver the service in another building and change from a commissioned provider model to self-delivery. Written confirmation was received from DLUHC on 22/01/24 to proceed on that basis. (See Appendix 3)

Over the course of the last year the borough has seen a significant increase in the number of people rough sleeping, with numbers on the streets not seen since 2018. The Department of Levelling Up, Housing and Communities (DLUHC) considers Haringey a borough of concern due to the higher number of people rough sleeping when compared with boroughs of a similar size. Repurposing the existing service as a night shelter would create nearly 35 beds of off the street accommodation, giving a safe and stable accommodation option whilst work is done to identify appropriate move on into other pathway accommodation services.

The Osborne Grove building is currently in meanwhile use as a supported accommodation service and already has a team in place. This proposal ensures that there is no gap in provision for people experiencing single homelessness while discussions are held on the long-term use of the building and the cohort it should accommodate. The Capital Projects and Property Team have confirmed that there is no other alternative meanwhile use of the building. It is considered that there will not be a longer term application deliverable over the proposed meanwhile use period.

This request has also been considered using the Corporate Property Model's Asset Performance Assessment.

The benefit of delivering the service in-house will be a streamlined recruitment process. Osborne Grove already has the majority of a staff team in place, though there are some vacant posts that would be filled by any TUPE'd staff. The TUPE liability only applies to two members of staff within Thames Reach. The team at Osborne Grove are already familiar with the client group, as well as having an excellent grasp of existing Council processes and services. Additionally, they have an understanding of the wider supported accommodation pathway and move on options, which is fundamental to delivering a successful night shelter. What's more, delivering the service in house will ensure enhanced continuity of support to those accommodated temporarily in the night shelter as they move on into more settled forms of accommodation provided by the Borough.

The Housing Related Support Team would be able to deliver the service for comparable staffing costs as Thames Reach but with the additional benefits of being able to repurpose additional funds to add an additional case coordinator to the team. It would also prevent the loss of an experienced staff team and the additional liability of severance pay.

Delivering the service in-house is income generating for the Council through the collection of rent and service charges. These projections are shown in Appendix 1. - Part B (exempt information). We have confirmed with Haringey Benefits Service that the change of use of the building would allow it to be classified as an LA Hostel as defined by HB Regulations 2006. Under those regulations there are three criteria that must be satisfied for the building to be classified as a LA Hostel: (a) the building comprises non-self-contained accommodation and is not a care home, (b) the service either provides food or has adequate facilities for the preparation of food, and (c) the claimant receives care, support, or supervision that is "more than minimal". The proposed scheme would satisfy all these criteria. Moreover, the council would cease to be capped to 2011 level of Local Housing Allowance (LHA).

The Rough Sleeping Initiative (RSI) additional grant of £230,000 will be part spent on essential repairs and maintenance in advance of the building opening and during running. It is currently estimated that we will spend approximately £60,000 for building mobilisation. Any balance remaining from the £230,000 element of the grant can be transferred to form part of the services revenue funding. The modelling of this is contained in Appendix 1. This offers value over continuing to commission the service which would incur additional costs around staffing that would use the whole of the available grant but not generate any surplus which would be used to offset maintenance costs in the building, or alternately where the lease was to cover maintenance, would likely require additional funding from the council. This is currently not identified. Insourcing this service would align with the council policy of insourcing services where it makes sense to do so.

This option is cost neutral to the Council. Ring-fenced grant funding is available via the Rough Sleeping Initiative to deliver a night shelter at Osborne Grove until March 2025. It's very likely that this grant funding would continue to be made available after March 2025. Haringey have a track record of successfully delivering services as a

result of grant funding allocations, and it is important that we are able to deliver a night shelter following the inability to deliver a service at the Clarendon Hub due to delays at Canning Crescent which was supposed to have been ready to allow the decant of the services based at the Clarendon Hub which would in turn allow building works at Clarendon to start. The issues at Canning Cresent are still to be resolved which has led to the Housing Related Support (HRS) service considering alternative buildings. As a result of the short-term nature of the funding and proposed use to March 2025, we do not think any alternative meanwhile use could be operationalised in a way or timescale that would be beneficial to the Council. DLUHC have confirmed in writing that there would be no impact on the grant awarded if LBOH took the decision to insource this service complying with Annex D of the grant terms & conditions.

If the building were to be emptied and remain empty until the next use was determined there would be a cost associated with building security as well as the continued cost of building compliance works. This cost is hard to specify and would depend on the level of security needed. A conservative estimate for this would involve once daily visits by a mobile security operative and Sitex on the ground floor doors and windows which would cost approximately £33,560 per annum. This would increase significantly if the first-floor windows were covered too. These figures are based on publicly available information and information provided by the councils preferred security firm.

The current shortage of affordable nightly paid accommodation in the Borough has resulted in additional financial pressures for the Council. This forms the rationale for the proposed £3.0m growth in budget for Temporary Accommodation in 2024/25 as brought to Cabinet in December 2023. Delivery of a night shelter at Osborne Grove whilst it does not form part of that growth, a night shelter will, however, help to alleviate demand for short-term temporary accommodation including commercial hotels for single adults.

A Night Shelter provision at Osborne Grove would allow us to accommodate people who currently have No Recourse to Public Funds (NRPF). Haringey currently has a very high proportion of people rough sleeping with NRPF. Often, this cohort has significant mental or physical health needs which are unmet while street homeless. When left street homeless for months or years, these needs tend to escalate and often this results in pressure on expensive services elsewhere in the NHS or Council, including on Adult Social Care. There is strong evidence to show that those who are brought into accommodation are quickly supported to regularise their status and source appropriate accommodation.

**Alternative options considered.**

Cabinet could choose to not agree with the request for the repurposing of Osborne Grove. This would likely result in the building continuing in its current use as supported accommodation, but this would explicitly mean that the council continues to lack appropriate off the street accommodation for people rough sleeping in the borough and would also potentially lead to DLUHC asking for the awarded grant money to be returned. This could also cause some reputational damage with DLUHC as Haringey has already been flagged as a borough of concern due to the number of people rough sleeping and there would be challenging questions as to why we chose

not to make use of an existing building and awarded grant in a way that could positively impact this.

Cabinet could choose not to bring in-house the commissioned Thames Reach night shelter service. The quote received from Thames Reach would be met by the grant but does not include the cost of maintenance. These costs would likely continue to be met by LBOH or a negotiation would need to take place with Thames Reach about these costs being met by them. This would take some time and adds a risk of the delivery date slipping significantly. As there would be no TUPE obligations on Thames Reach if they were to start delivering the night shelter out of Osborne Grove it would likely lead to job losses in the existing team at Osborne Grove and acting as an experience drain in a situation where a new team would need to get up to speed quickly around the different processes and accommodation options in the borough. Generally, embedding a new service takes between 3-6 months, which would leave only 6 months remaining on the contract. There would also be challenges around decanting the existing building to a fixed handover date which would add additional pressure to the pathway which is already near capacity.

The Council could choose to continue using The Shelton Hotel as off the street accommodation. Accommodation provision in commercial hotel accommodation offers less than optimal value for money and can impact on health, wellbeing and support outcomes for residents. In addition, the lack of dedicated office space for support staff on site and the layout of the building makes delivering support difficult. In comparison, the cost to accommodate 15 people at any time in the Shelton Hotel would allow the council to offer 35 bedspaces in Osborne Grove. There are also significant community and police concerns around anti-social behaviour (ASB) emanating from the hotel and its commercial function. It is in the Council's interest to cease use of Shelton Hotel at the earliest opportunity.

## 94. LAHF (LOCAL AUTHORITY HOUSING FUND) HOUSING FIRST FUNDING

The Cabinet Member for Housing, Private Renters and Planning introduced the report which sought agreement to accepting grant of capital allocation of £7,644,000 from the DLUHC LAHF2 programme that has been awarded to support an acquisition programme of up to 30 homes.

The Cabinet Member continued to outline the benefits of the grant funding which would support delivery of up to 30 new homes for Afghan families which would help to give a new start to 30 families. These additional homes would free up temporary and emergency accommodation, helping ease wider homelessness pressures.

Further to considering exempt information at item 30,

**RESOLVED:**

1. In accordance with Contract Standing Order 17.1 and Contract Standing Order 9.07.1(d), Cabinet approves the acceptance of capital grant from DLUHC LAHF2 funding, the terms of which are summarised below in part 6.

2. To delegate authority to agree the final grant documentation and contracts to the Director of Housing, Planning and Regeneration, after consultation with the Director of Finance and the Head of Legal and Corporate Governance (Monitoring Officer).
3. To delegate authority to agree further tranches of the grant funding to the Director of Housing, Planning and Regeneration, after consultation with the Director of Finance and the Head of Legal and Corporate Governance (Monitoring Officer).

**Reasons for decision**

To providing housing and support for vulnerable residents in the Borough. This decision is an important step in achieving that aim.

Accepting this grant is an opportunity to lever more funding into our programme - which will mean overall the council will be able to deliver more homes for rent.

**Alternative options considered**

To use Right to Buy receipts to fund the acquisitions programme. The grant associated with DLUHC funding represents lower acquisition and borrowing costs to the Council, so the Council would prioritise the use of the DLUHC grant funding in the first instance.

## 95. GOURLEY TRIANGLE: ACQUISITIONS PROGRAMME

The Cabinet Member for Council House building, Placemaking, and Local Economy introduced the report which sought approval for the acquisition of a property located at 10 Gourley Street, N15 5NG (“the Property”) and was shown edged red on the Site Plan attached at Appendix 1.

The Cabinet Member outlined that the acquisition pertained to one property within the Gourley Triangle area, which was part of a larger land assembly strategy for future development. This aligned with a longer-term investment strategy for the site, with hopes of eventually bringing forward a viable whole scheme and development across the area. Due to construction costs and a focus on council-rented and affordable housing, development would be paused for 2-3 years. Despite the delay, acquisitions must continue for future masterplan implementation. The Council had invested over ten years in acquiring the site, now owning approximately 80% of the freehold interests. Funding from the Future High Street Fund would cover land assembly costs. Rental income from the building will cover holding costs until redevelopment resumes.

Councillor Emery inquired about the feasibility of the project proceeding after the initial three-year pause. The Cabinet Member stated that all schemes were constantly reassessed due to challenging economic conditions, including interest rate hikes and increased material costs. The Council remained open to acquisitions to avoid complications with private ownership during future development. The Cabinet Member also stated that the acquisition of property provided an income stream for the Council while safeguarding development opportunities for the future.

Councillor Emery inquired about the amount of the Council's own funds spent on acquisitions for the Gourley Triangle site to date. It was noted that this was the second acquisition as part of the Gourley Triangle. The first acquisition was 3 to 40 Ford Street, acquired in 2022, with details available in the Cabinet Minutes. The Council already held a significant existing holding in the area, making this the second acquisition.

Further to considering exempt recommendations and exemption information at item 31,

**RESOLVED**

1. That Cabinet agree to the acquisition for planning purposes of the freehold interest in the property known as 10 Gourley Street, N15 5NG for the price and based on the Heads of Terms detailed in the exempt part of this report;

2. To grant a lease back of 10 Gourley Street on completion of the acquisition to the seller for a term of six months;

3. To delegate authority to the Director of Placemaking and Housing, in consultation with the Director of Finance and the Cabinet Member for Council House Building, Placemaking and Local Economy, to agree the final contract terms for the acquisition of the Property on the basis noted in Recommendations 3.1(a) and (c) in the exempt part of this report.

**Reasons for decision**
The Property sits within the Gourley Triangle site. The Gourley Triangle site is a key redevelopment site close to Seven Sisters underground and overground stations. It is promoted through the Tottenham Area Action Plan (TAAP) as a site with the potential to deliver high quality employment space and residential, including Council rented homes. The site also forms part of the Tottenham Creative Enterprise Zone.

The delivery of a comprehensive redevelopment scheme at Gourley Triangle is challenging owing to the variety of ownerships of properties within it. The Council has spent more than ten years engaging with third party owners in an attempt to bring forward a viable whole site scheme.

The Council has developed a masterplan for the site but given significant recent increases in construction costs, cost of site assembly in relation to the masterplan proposals and quantum of affordable housing requirement it is currently unviable. Reflecting the current economic situation, it is unlikely that development of the Gourley Triangle will commence within the next two to three years. However, that does not mean that the land assembly exercise must be halted.

As it stands however, the Council is in receipt of Future High Streets Fund (FHSF) (via DLUHC) monies that can be applied to the acquisition of properties within the Gourley Triangle site area for land assembly purposes. The FHSF monies can be applied to properties that sit within a defined area that not only includes high street facing

properties but also those within its immediate hinterland. A plan showing the area boundaries to which this funding may be applied is attached as Appendix 3.

Council officers contacted third party owners to discuss their appetite to sell at this time. Heads of terms have been agreed in respect of this Property only (other owners were either unwilling to contemplate a disposal or terms could not be agreed). These heads of terms are attached as Appendix 2 (Exempt). 10 Gourley Street represents an important acquisition in terms of site assembly for the future redevelopment of the whole site in due course.

Given that this larger ambition is currently on hold, it is however imperative that the purchase is also able to justify itself as a viable acquisition in its own right and that the price paid represents value for money. An RICS Red Book valuation has been commissioned and the acquisition is conditional upon this valuation supporting the purchase price.

Council officers consider, having taken third party commercial property advice and subject to satisfactory results from the due diligence to be/being undertaken (surveys, title etc), that the acquisition of this Property at the price agreed and utilising FHSF monies represents value for money. The Council is still committed to the long-term regeneration of the area, for which it has been land assembling. Until current economic conditions change to allow the Council to proceed with the long-term master plan for the site, this acquisition represents a sound investment for the Council as rental income will cover holding costs. This is supported by the fact that this is an industrial property of a size and inner London location of which there is limited supply and strong occupier demand.

Information is contained in the exempt report.

**Alternative options considered**

To not proceed with this acquisition 5.1 The Council could choose to not proceed with this proposed purchase. In this event, the Council may face the prospect of having to repay the FHSF monies already paid to it. In addition, it would forego the opportunity to secure a property for future regeneration purposes.

**96. MINUTES OF OTHER BODIES**

**RESOLVED**

To note the minutes for the following meetings:

Cabinet Member Signings
17.01.2024
22.01.2024

Corporate Parenting Advisory Committee 02.10.2023

**97. NEW ITEMS OF URGENT BUSINESS**

None

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

**RESOLVED**

That the press and public be excluded from the remainder of the meeting as items 25 to 31 contain exempt information as defined under paragraphs 3 and 5, Part 1, Schedule 12A of the Local Government Act 1972:

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

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

**99. EXEMPT SHAP (SINGLE HOMELESS ACCOMMODATION PROGRAMME) FUNDING**

The Cabinet noted the exempt information and continued to approve the recommendations as set out in agenda item 13.

**100. EXEMPT - ACQUISITION OF NEW AFFORDABLE HOMES AT THE ST ANN'S HOSPITAL SITE**

The Cabinet considered the exempt information and continued to agree the exempt recommendations and also agreed the recommendations set out at agenda item 14.

**101. EXEMPT - APPOINTMENT OF COMMERCIAL PROPERTY MANAGEMENT PROVIDER FOR 40 CUMBERLAND ROAD**

The Cabinet considered the exempt information and continued to agree the exempt recommendations and also agreed the recommendations set out at agenda item 15.

**102. EXEMPT HARINGEY SAFETY VALVE PROGRAMME: SEND RESOURCE PROVISIONS**

The Cabinet considered the exempt information and continued to agree the recommendations as set out at agenda item 16.

**103. EXEMPT - EXTENSION OF TWELVE BLOCK CONTRACTS FOR THE PROVISION OF HOME SUPPORT AND REABLEMENT SERVICES**

The Cabinet considered the exempt information and continued to agree the recommendations as set out in agenda item 17.

**104. EXEMPT - APPROVAL FOR MEANWHILE USE OF THE OSBORNE GROVE NURSING HOME BUILDING AS THE VENUE FOR THE ROUGH SLEEPER NIGHT SHELTER AND INSOURCING THE ROUGH SLEEPING NIGHT SHELTER SUPPORT PROVISION.**

The Cabinet considered the exempt information and continued to agree the recommendations as set out at agenda item 18.

**105. EXEMPT - LAHF (LOCAL AUTHORITY HOUSING FUND) HOUSING FIRST FUNDING**

The Cabinet considered the exempt information and continued to agree the recommendations as set out at agenda item 19.

**106. EXEMPT - GOURLEY TRIANGLE: ACQUISITIONS PROGRAMME**

The Cabinet considered the exempt information and agreed the exempt recommendations and also agreed the recommendations set out at agenda item 20.

**107. EXEMPT - MINUTES**

**RESOLVED**

To approve the exempt minutes of the Cabinet meeting held on the 16th of January 2024.

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

None

CHAIR: Councillor Peray Ahmet

Signed by Chair ……..

Date ……

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**Report for:** Cabinet – 20th October 2026

**Item number:** 10

**Title:** Annual Feedback and Resolutions Report 2025/26

**Report authorised by:** Jess Crowe, Corporate Director of Culture, Strategy and Communities

**Lead Officer:** Kirsten Webb, Feedback and Resolutions Manager

**Ward(s) affected:** N/A

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

## 1. Describe the issue under consideration

1.1. This report provides a comprehensive overview of the feedback received by the council between April 2025 and March 2026, including complaints, compliments and other feedback from residents, businesses, Members and partners. It highlights our performance and sets out how this feedback has shaped our actions and contributed to meaningful service improvements.

1.2. The report also includes our annual self-assessment submissions to the Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman Service (HOS).

1.3. Feedback plays a vital role in helping Haringey listen to residents and enhance the services we deliver. A strong feedback process enables the council to respond promptly and effectively. As such, this report also details the steps we've taken to improve how we handle complaints and enquiries from Councillors (Member Enquiries), ensuring residents have a better experience when sharing their views and that the council can make the most of the insights received.

1.4. The Report also invites Cabinet to scrutinise and challenge each of the appendices and the Council's performance to feed into the Governing Body's Statement to be submitted to the Housing Ombudsman Service.

## 2. Cabinet Member Introduction

2.1. Our Council faces a significant challenge when it comes to complaints. For the third year in a row, we've had the highest rate of Local Government Ombudsman-upheld complaints per resident of any council in England. Across all services, nearly two thirds of Stage 1 complaints and more than half of Stage 2 complaints are upheld across all services.

2.2. This represents a failure to adequately support our residents. As a new administration, we inherited this unacceptable situation. And we bring the political will to prioritise tackling it with the urgency it demands. We know that Council

officers share our concerns, and we are working together to bring about the action needed.

2.3. The issue is not in the numbers of complaints per se; indeed, increases can also be taken to mean that residents feel more able to raise issues with the council. The problem lies in the fact that too many residents experience unacceptable delays or insufficient responses and that they are not leading to tangible improvements in services.

2.4. Housing is a particular challenge, with more than half (53%) of complaints in 2025/26 related to services within the directorate. We saw 86% of complaints upheld by the Housing Ombudsman Service last year and, although this is an improvement from 95% the previous year, it remains unacceptably high. We are encouraged by the efforts of the team to address this through the Housing Complaints Improvement Sub-Plan.

2.5. This report also includes our annual self-assessment submissions to the Local Government and Social Care Ombudsman and the Housing Ombudsman Service. These documents set out how our policies meet the standards set by their respective codes of practice. However, we also know our performance does not match the ambition set within these policies, and we have also made sure this is fully captured in the assessments. Including these as part of this report also provides extra opportunity for further scrutiny and challenge from Cabinet. We will ensure any additional feedback from Cabinet is reflected in our final submissions.

2.6. The resident experience, including how we manage complaints, is a Council priority, reflected in the Corporate Delivery Plan, and a personal one for me. It is critical that we view complaints improvement measures within a holistic picture of where we are not meeting minimum standards rightly expected of us by our residents. To this end, we are also addressing years of underinvestment in Customer Services to support residents with accessing the information and support they need in a timely and effective manner. This will take some time, but I am confident that we will be able to reduce the frustration of many residents and members, through better ‘front-door’ services and the commitment to ‘getting it right first time.’

2.7. We will be keeping a close eye on the delivery of the Complaints Improvement Plan, ensuring residents and Members can hold us to account on this. We aim to see real progress in the Feedback and Resolutions Report for 2026/27.

## 3. Recommendations

3.1. It is recommended that Cabinet:

3.1.1. Note the 2025/26 Annual Feedback and Resolutions Report at Appendix A.

3.1.2. Note the Housing Ombudsman Service Annual Self-Assessment at Appendix F and Local Government and Social Care Ombudsman Self-Assessment at Appendix G**.**

3.1.3. Note the Complaints Improvement Plan at Appendix D, and Housing Service Sub Improvement plan at Appendix E, which set out the council's plan for addressing the issues identified in the Annual Report and Self Assessments.

3.1.4. Delegate authority to the Member Responsible for Complaints (MRC) to finalise a Governing Body Statement for submission to the Housing Ombudsman Service, reflecting and taking account of Cabinet's consideration and discussion of this report and appendices.

## 4. Reasons for decision

4.1. In alignment with the statutory requirements set out by the Housing Ombudsman's Complaint Handling Code, it is essential that the governing body maintains oversight of complaint performance. Presenting this report to Cabinet ensures transparency, accountability, and strategic governance in relation to our complaint handling processes. It enables Cabinet to assess organisational responsiveness, identify areas for improvement, and ensure that service delivery remains resident-focused and compliant with regulatory expectations.

4.2. In addition, the council is also required to submit annual self-assessments to the Local Government and Social Care Ombudsman and Housing Ombudsman Service, showing how these have been reviewed, and the risks and issues identified will be addressed.

## 5. Alternative options considered

5.1. Publishing an Annual Feedback and Resolutions review is a requirement, so no alternative options have been considered.

## 6. Background information

6.1. The Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman Service (HOS) introduced new, aligned Complaint Handling Codes, which came into effect on 1 April 2024. These codes require (in the case of the HOS) and encourage (in the case of the LGSCO) local authorities and landlords to demonstrate how they comply with the codes and how they are learning from feedback throughout the year. This is evidenced through the publication of our annual self-assessment reports which must be made publicly available. The 2026/27 self-assessments are included as appendices for Cabinet's consideration.

6.2. These self-assessments have been reviewed by relevant officers and the council's designated Member Responsible for Complaints. The areas for improvement identified through these reviews form the basis of the complaints improvement plans included as appendices to this report.

6.3. Feedback plays a vital role in improving services in Haringey, particularly in delivering on our commitments to get the basics right and to learn from our mistakes. The service improvements outlined in this report reflect our progress toward these goals, including efforts to meaningfully incorporate resident perspectives into service design.

6.4. We also recognise that valuable feedback is not limited to formal complaints and suggestions. A significant amount is gathered through other channels—such as proactive collaboration with residents and partners, day-to-day interactions in frontline services, and communications across various platforms. This includes consultations and engagement activities facilitated through the Haringey Engagement Hub. A key part of our journey is learning from the full spectrum of feedback we receive from residents and businesses, regardless of how it is shared.

6.5. The Council is clear that complaint handling performance is not yet where it needs to be and has not consistently met the standards residents should expect. During 2025/26, complaint volumes increased across most complaint types and, while performance varies across services, particular challenges remain in the timeliness and consistency of Housing complaint handling and in the level of maladministration identified by both Ombudsman. The Council is committed to being open and transparent about these challenges, while also recognising areas where progress is being made.

6.6. Our focus is on ensuring that learning from complaints, resident feedback and Ombudsman findings translates into sustained improvement, both in how complaints are handled and in the services that give rise to them. The Complaints Improvement Plan 2026-2028, supported by the dedicated Housing Complaints Improvement Sub-Plan, provides the framework for this work, alongside strengthened governance, performance oversight and organisational learning. Together, these arrangements are intended to improve the timeliness, quality and consistency of complaint handling and, importantly, deliver a better experience for residents when things go wrong.

## 7. Contribution to the Corporate Delivery Plan High Level Strategic outcomes

7.1. Theme 1 - Resident experience and enabling success - w*e will ensure residents have an excellent experience when accessing our services and we will develop inclusive public participation, where residents have genuine opportunities to have a say in decisions that affect them. This theme also captures significant enabling work happening behind the scenes to ensure all Council officers have the support, tools and infrastructure they need to work effectively and provide residents with a high-quality service.*

## 8. Carbon and Climate Change

8.1. N/A

## 9. Statutory Officers comments Finance, Procurement, Legal and Equalities

### 9.1. Finance

9.1.1. There are no direct financial implications arising from the contents of this report.

9.2. **Procurement**

9.2.1. Strategic Procurement notes the contents of this report and confirms that there are no procurement related issues that would prevent the provision of this update and associated recommendations to Cabinet.

9.3. **Legal and Governance [Robin Levett – Principal Projects Lawyer]**

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

9.3.2. The Housing Ombudsman's Complaint Handling Code came into force on the 1 April 2024. Councils, as social landlords, are now required to follow the requirements set out in the Code. The Social Housing (Regulation) Act 2023 places a duty on the Housing Ombudsman to monitor compliance with the statutory Complaint Handling Code.

9.3.3. The Local Government and Social Care Ombudsman (LGSCO) is an independent body responsible for investigating complaints made against a public body where it is alleged that there has been maladministration causing injustice. Under the Local Government Act 1974, the LGSCO has the power to investigate complaints against the Council where there has been maladministration causing injustice, a failure to provide a service that it was the Council's function to provide and there was a total failure to provide such a service. The Ombudsman is the final stage in the complaints process, where an individual has been through the council's complaints process and remains dissatisfied with the outcome.

9.3.4. Complaints in respect of Children Social Care are governed by the Children Act 1989 and The Children Act 1989 Representations Procedure (England) Regulations 2006 and is supported by statutory guidance 'Getting the Best from Complaints'. In respect of Adult Social Care, complaints are governed by the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009.

9.4. **Equality**

9.4.1. The council has a Public Sector Equality Duty (PSED) under the Equality Act (201 O) to have due regard to the need to:

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

9.4.2. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and

sexual orientation. 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. This report is an annual review of performance and does not include any decisions that would have equalities implications.

## 10. Use of Appendices

10.1. Appendices included are:

Appendix A: Annual Feedback and Resolutions Report 2025/26
Appendix B: Complaints and Compliments data tables
Appendix C: Member Enquiry data tables
Appendix D: Haringey Council Complaints Improvement Plan – 2026-2028
Appendix E: Housing Services Complaints Improvement Sub Plan
Appendix F: Housing Ombudsman Self-Assessment
Appendix G: Local Government and Social Care Ombudsman Self-Assessment

## 11. Background papers

11.1. None

**Haringey - Annual Feedback and Resolutions Report 2025/26**

## 1. Introduction

1.1. This report analyses complaints, Ombudsman cases, and compliments received between 1 April 2025 and 31 March 2026. The data informing this report was sourced from reports generated within Infreemation, which is the case management system used to capture and record feedback received across the Council.

1.2. The presentation of complaints data has changed for 2025/26. Previous reports combined Corporate and Housing complaints, while Adult Social Care and Children's Services were reported separately. To align with the Council's new case management system and the distinct complaint frameworks and statutory requirements that apply to each area, complaints are now reported across all four separate case types: Corporate, Housing, Adult's Statutory and Children's Statutory. As a result, some figures may differ from those reported in previous years.

1.3. We value all feedback from residents, businesses, elected members, and partners. It arrives through various channels and is essential to improving services – especially insights from complaints.

1.4. We recognise that complaints often represent situations where residents feel we have fallen short of expectations, and they provide an important opportunity to understand the resident experience and improve the services we deliver.

1.5. As part of our commitment to listening to and working with residents, we are committed to learning and continuous improvement. This includes learning from mistakes as well as recognising and building on positive feedback that reflects the dedication of our staff.

1.6. While this report includes data on feedback volumes, these figures alone don't fully reflect performance. For example, high complaint volumes may indicate an accessible process, not poor service. As the Housing Ombudsman notes:

*"High volumes of complaints must not be seen as a negative... Low complaint volumes are potentially a sign that residents are unable to complain."*

1.7. To provide context, we present data as percentages, show trends over time, and break it down by service area. This data, alongside other performance measures, helps build a fuller picture of how we're doing and where we can improve.

1.8. Following the introduction of a new case management system in April 2025, a combination of system functionality issues and operational challenges during implementation affected the accuracy and completeness of some data. This was evident in the recording and reporting of acknowledgement and response timeliness. Consequently, validated on-time performance data is only available for Housing complaints. Comparable data for Corporate, and Adult's & Children's statutory complaints is not available for this reporting period and should therefore be treated with caution when considering overall complaints performance.

1.9. While these challenges have affected aspects of performance reporting during

2025/26, they have also highlighted opportunities to strengthen complaint handling arrangements, improve oversight and make better use of feedback to drive service improvement.

## 2. Context

2.1. To provide context for the volumes outlined in this report, we estimate that our services handle well over one million interactions or enquiries from residents and businesses each year.

2.2. While the Council's Customer Services Contact Centre alone received 448,843 contacts during 2025/26, this represents only one of the many channels through which residents engage with the Council.

2.3. A substantial number of enquiries, service requests, concerns and feedback are also received directly by individual officers, service teams and dedicated team mailboxes across the organisation.

2.4. The table below compares contact centre engagement volumes with the number of complaints received across both the Corporate and Housing complaints processes. While this provides a useful indication of the scale of complaint demand relative to recorded customer contact, it does not capture the full range of interactions received directly by services across the Council. The figures should therefore be considered as contextual information rather than a definitive measure of the proportion of customer contacts that result in a complaint.

| Service type | Vol. of contacts | Vol. of complaints | % of complaints vs contacts |
|---|---|---|---|
| Corporate Non-statutory Services | 313,848 | 3,053 | 0.97% |
| Landlord Function Services | 136,148 | 2,283 | 1.67% |

## 3. Feedback Improvement Journey

3.1. The Council recognises that complaint handling performance is not yet where we want it to be. Whilst performance varies across services and complaint types, residents should expect complaints to be handled consistently, fairly and within published timescales. During 2025/26 we have taken significant steps to strengthen our complaint handling arrangements, improve governance and embed learning from feedback. This work has been brought together through the Complaints Improvement Plan 2026-2028, which sets out a corporate framework for improvement across all service areas. Given the scale of complaint demand, the complexity of housing services, and the level of Housing Ombudsman activity, a dedicated Housing Complaints Improvement Sub-Plan has also been developed to support targeted service-specific improvements.

3.2. To achieve this, we need a reliable and effective feedback system. It must enable us to meet our statutory responsibilities, such as responding to complaints in a timely and fair manner, whilst also ensuring a positive experience for residents. Just as importantly, it should serve as a strong foundation for making the most of the

feedback we receive, whether positive or negative.

3.3. During 2025/26, the Council continued to strengthen its approach to complaint handling and learning from feedback. Working collaboratively across service areas, a number of improvements were introduced to enhance governance, improve performance oversight, strengthen organisational learning and support more effective complaint resolution. These included:

3.3.1. Implemented Infreemation as the Council's new corporate case management system, providing a single customer view, improved case management, enhanced reporting capabilities and stronger oversight of complaint handling, learning and service improvement actions.
3.3.2. Introduced a centralised complaints dashboard, providing services and senior leaders with improved visibility of complaint volumes, performance trends, Ombudsman outcomes and learning actions, enabling more effective oversight and earlier intervention where performance concerns are identified.
3.3.3. Continued to enhance the data presented at quarterly complaints performance reporting to the Corporate Leadership Team, providing greater organisational oversight of complaint trends, performance, Ombudsman outcomes and emerging risks.
3.3.4. Expanded the Feedback Forum programme, creating opportunities for responding officers and managers to share learning, discuss performance, Ombudsman findings, promote good practice and improve consistency in complaint handling across the Council.
3.3.5. Attended monthly Housing Services Leadership Team sessions to present data in relation to complaint performance, focusing on Ombudsman outcomes, maladministration findings, complaint escalation trends, Complaint Handling Failure Orders and progress against improvement actions.
3.3.6. Collectively, these changes have strengthened the Council's ability to monitor complaint performance, identify recurring issues, respond to Ombudsman findings and ensure that learning from complaints is translated into practical service improvements.

3.4. The introduction of Infreemation has strengthened the Council's feedback and complaints service by providing a single customer view. This enables officers to quickly identify all cases associated with an individual resident and review previous interactions and feedback history, supporting more informed decision-making and a more joined-up approach to complaint handling.

3.5. Officers can access a complete case record in a single location, including correspondence, case notes, supporting documents and a chronological timeline of activity. This improves continuity when cases are transferred between officers, supports more informed decision-making and helps ensure complaint investigations take account of all relevant information. In addition, the system provides easy access to guidance, templates and escalation procedures, promoting greater consistency and quality in complaint handling across the organisation.

3.6. Enhanced reporting capabilities now enable the Council to capture and analyse additional information about complaints, including reasons for escalation, recurring themes and learning actions arising from investigations. Although these measures were introduced during the latter part of 2025/26 and are not yet included within this report, they are already being used to identify performance issues, monitor complaint

handling and support service improvement activity. As a full year of data becomes available, these insights will be incorporated into future reports to provide a deeper understanding of complaint trends, escalation drivers and the effectiveness of learning from complaints.

3.7. Through Infreemation's workflow functionality, actions arising from complaints can be assigned, monitored and tracked to completion. This strengthens accountability, provides greater oversight of agreed actions and helps ensure that learning and service improvements identified through complaints are implemented and monitored across services.

3.8. The Council is also exploring opportunities to work in more agile and efficient ways through the use of emerging technologies and automation. This includes the responsible use of AI-enabled tools to support activities such as complaint categorisation, consistency checking, information management and drafting support. These tools are intended to assist officers, improve consistency and free up capacity for investigation, engagement and service improvement activity, while maintaining appropriate oversight and professional judgement.

3.9. To further strengthen complaint handling and organisational learning, the Council introduced a Complaints Improvement Plan for 2026-2028. The plan establishes a clear framework for improving complaint handling performance, strengthening compliance with Housing Ombudsman and Local Government and Social Care Ombudsman requirements, and promoting a more consistent approach across all services. It also introduces measurable objectives to reduce complaint escalation rates, improve response timeliness, reduce Ombudsman findings against the Council and ultimately deliver better outcomes for residents.

3.10. Central to the Improvement Plan is the principle that learning from complaints should lead to better outcomes for residents. Alongside improving compliance and performance, the plan seeks to strengthen how learning and service improvement actions are identified, recorded and monitored through Infreemation. This will enable services and senior leaders to better understand recurring themes, track improvement actions and use complaint insight to inform service delivery and decision-making.

3.11. The Improvement Plan also introduces enhanced governance and oversight arrangements. These include more active monitoring of escalation rates across services, quarterly reporting to senior leadership, targeted interventions where performance concerns are identified, and a strengthened approach to sharing learning from Ombudsman decisions. Together, these measures are intended to improve accountability, strengthen organisational oversight and ensure that complaint performance and learning from complaints receive sustained focus across the Council.

3.12. As services within our Housing Directorate accounted for 53% of all complaints received during 2025/26 and continue to generate the highest levels of Ombudsman activity, Housing was identified as the priority area for targeted improvement activity. A dedicated Housing Complaints Improvement Sub-Plan was developed to address the key drivers of complaints and improve both service delivery and complaint handling performance. The plan includes service improvement projects across Repairs, Housing Demand and Housing Management, alongside targeted work to

reduce complaint backlogs and strengthen organisational learning.

3.13. The Housing plan also focuses on improving the quality and timeliness of complaint responses through officer training, increased engagement with complainants, Ombudsman learning programmes and enhanced use of complaint data. Regular review of complaint themes, service improvement actions and Ombudsman outcomes will help ensure that learning is translated into meaningful service improvements, improving the resident experience and reducing the likelihood of recurring issues.

3.14. The Council recognises that improving complaint performance requires sustained commitment and cultural change. While both the Corporate Complaints Improvement Plan and Housing Sub-Plan are at an early stage of implementation, they provide a clear roadmap for improving complaint handling, strengthening accountability, embedding organisational learning and delivering better outcomes for residents. Progress against both plans will be monitored through strengthened governance arrangements and regular performance reporting.

3.15. Governance and oversight arrangements have also been strengthened during 2025/26. Complaint performance is monitored through regular reviews by service leadership teams, monthly Housing Services performance meetings, quarterly reporting to the Corporate Leadership Team, and annual reporting to Cabinet. These arrangements provide oversight of complaint performance, Housing Ombudsman findings, Complaint Handling Failure Orders, improvement actions and compliance with complaint handling requirements, helping to ensure that risks are identified, performance is challenged and improvement activity is monitored.

## 4. Ombudsman Self-Assessments and Assurance

4.1. As part of its annual review of complaint handling, the Council has completed self-assessments against the Housing Ombudsman Service (HOS) Complaint Handling Code and the Local Government and Social Care Ombudsman (LGSCO) complaint handling expectations. Both self-assessments have been reviewed alongside the performance, learning and resident experience set out within this report and form an important part of the Council's wider assurance and improvement arrangements.

4.2. The review provides assurance that the Council has established policies, procedures and complaint handling arrangements which align with the relevant Ombudsman requirements, and that many of these requirements are being delivered effectively in practice. The review also highlights areas where operational performance is not yet consistently meeting the standards required or the Council's own expectations, most notably in relation to the timeliness of Housing complaint handling. The Council is committed to being transparent about these challenges and to addressing the gap between its established complaint handling arrangements and residents' experience of those arrangements in practice.

4.3. The learning and areas for improvement identified through this process are reflected within the Complaints Improvement Plan 2026-2028 and, where specific Housing challenges have been identified, the Housing Services Complaints Improvement Plan. This provides a clear link between the issues identified through

internal and external scrutiny and the actions being taken to improve complaint handling and resident experience.

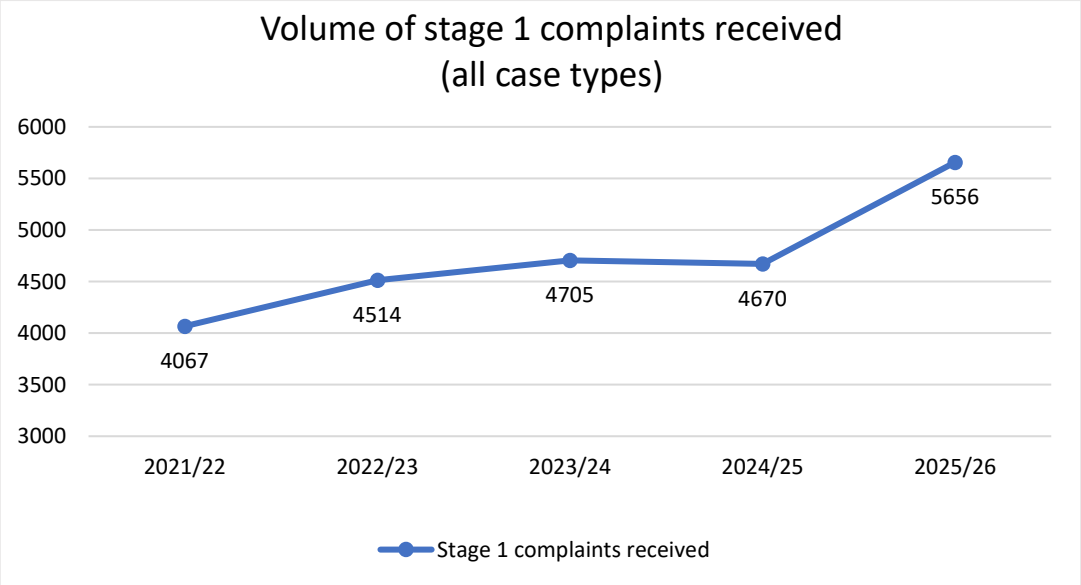
4.4. The Council regards the self-assessment process as more than an annual compliance exercise. It provides an opportunity to test the effectiveness of complaint handling arrangements, recognise progress, identify risks and areas requiring further improvement, and ensure that these are subject to appropriate action and oversight. Progress will continue to be monitored through the Council's governance and assurance arrangements, including oversight by the Member Responsible for Complaints.

## 5. Stage 1 Complaint Volumes

5.1. This section provides an overview of all complaints received by the Council at the first point of entry into the relevant complaints process. The figures include Corporate, Housing, Adult Social Care and Children's Services complaints, each of which is managed under its own complaints' framework and statutory requirements.

5.2. In 2025/26, the Council received a total of 5,656 Stage 1 complaints, a 21% increase from 4,670 in 2024/25. Similar trends are being reported across local government and social housing sectors. While increased complaint volumes can indicate greater awareness of, and access to, complaints processes, they also provide valuable insight into areas where residents are dissatisfied and where service improvements may be required.

| Complaint type | Vol. of complaints in 2025/26 |
|---|---|
| Corporate | 3,053 |
| Landlord Function | 2,283 |
| Adult's Statutory | 233 |
| Children's Statutory | 87 |
| **Total** | **5,656** |



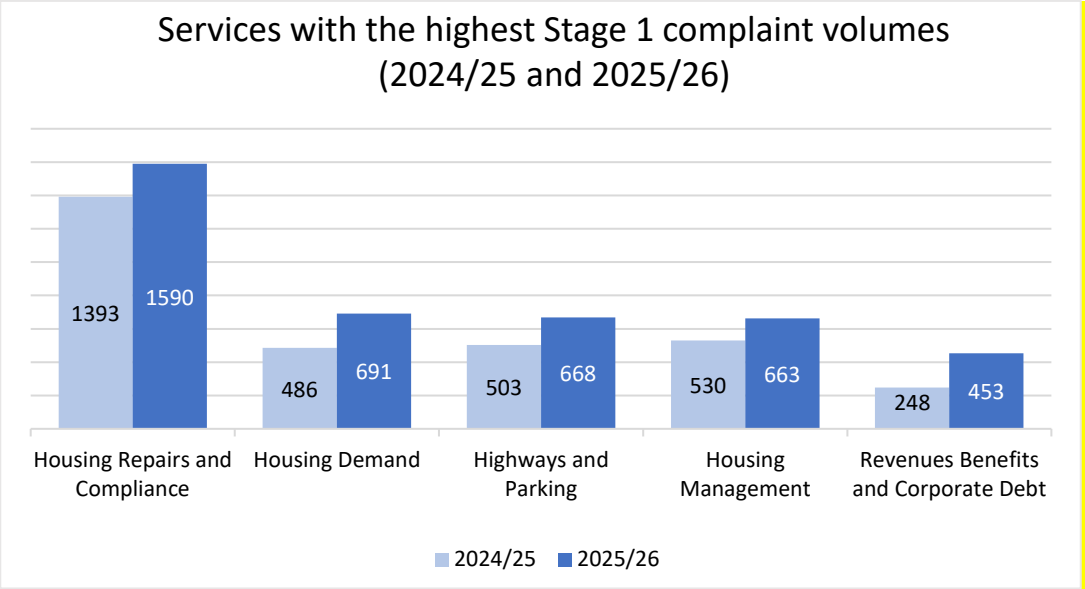

5.3. Most complaints were concentrated within five key service areas. Housing Repairs & Compliance accounted for the largest share at 28% (1,590), followed by Housing

Demand at 12% (691), Highways and Parking at 12% (668), Housing Management at 12% (663), and Revenues, Benefits & Corporate Debt at 8% (453)

5.4. Notably, the same five service areas also recorded the highest complaint volumes in 2023/24 and 2024/25, highlighting persistent areas of customer demand and recurring sources of dissatisfaction. This consistency reinforces the importance of targeted service improvement activity and ongoing performance monitoring within these areas.

5.5. These services also account for a significant proportion of the Council's day-to-day interactions with residents and businesses, meaning higher complaint volumes are not unexpected. Similar patterns are seen across other London boroughs, where high-demand services such as housing, highways, parking and revenues consistently generate the largest share of complaints.

5.6. Three of these five service areas fall within the Haringey Housing Directorate. Together, these services accounted for more than half of all complaints received during 2025/26, reinforcing Housing as a priority area for performance monitoring and service improvement. This has informed the development of the Housing Complaints Improvement Sub-Plan and the targeted improvement activity described earlier in this report.




**Stage 2 Complaint Volumes**

5.7. The volume of Stage 2 complaint escalations has increased over the past five years. In 2025/26, the Council received a total of 1,010 Stage 2 escalations across Corporate, Housing and Children's Social Care complaints. Adult Social Care is not included within these figures, as it operates a single-stage statutory complaints process.

5.8. Following a significant increase of 44% between 2023/24 and 2024/25, volumes rose further in 2025/26. However, this latest increase was largely driven by the overall rise in Stage 1 complaint volumes rather than a deterioration in Stage 1

complaint handling, as the proportion of Stage 1 complaints escalating to Stage 2 remained broadly stable during the year.

| Year | Vol. of stage 2 complaints |
|---|---|
| 2021/22 | 419 |
| 2022/23 | 537 |
| 2023/24 | 580 |
| 2024/25 | 835 |
| 2025/26 | 1,010 |

5.9. Within Corporate complaints, the Stage 2 conversion rate remained unchanged at 17% in both 2024/25 and 2025/26. Housing complaints saw a positive reduction, with the escalation rate decreasing from 26% to 23%. Children's Social Care complaints increased from 13% to 23%; however, these percentages are based on very small volumes, with Stage 2 cases increasing from 6 to 15.

5.10. Looking at escalation rates beyond the first stage of the complaints process across all service areas and complaint types, including Ombudsman escalations for Adult Social Care, the overall escalation rate remained at 18% in both 2024/25 and 2025/26. Although stable, this remains higher than the rates recorded in the previous three years:

| Year | % of stage 1 cases escalated beyond their initial stage |
|---|---|
| 2021/22 | 10% |
| 2022/23 | 11% |
| 2023/24 | 12% |
| 2024/25 | 18% |
| 2025/26 | 18% |

## 6. Housing Complaint Performance

6.1. Housing Complaints relate to services provided by the Council in its capacity as a social landlord and freeholder, specifically Housing Repairs and Compliance and Housing Management.

6.2. Although Housing Demand sits within the Haringey Housing Directorate, it operates as a non-landlord function service and, as such, complaints relating to Housing Demand are reported within the Corporate Complaints figures rather than the Housing Complaints figures presented in this report.

6.3. Housing Complaints are managed through a two-stage process in line with the Housing Ombudsman's Complaint Handling Code.

6.4. Where residents remain dissatisfied following completion of the Council's complaints process, they may refer their complaint to the Housing Ombudsman Service for independent investigation. Housing complaints are subject to specific regulatory expectations and reporting requirements set out by the Housing Ombudsman.

6.5. **Stage 1 volumes:** In 2025/26, the Council received a total of 2,283 Housing Stage 1 complaints, a 19% increase from 1,925 in 2024/25. Housing complaints continue

to represent a significant source of resident feedback and provide important insight into service delivery, resident experience and areas where further improvement is required.

6.6. **Stage 2 volumes and escalation rate:** During the same period, the Council responded to 2,174 complaints and 495 cases progressed to Stage 2, representing an escalation rate of 23%. Despite the increase in Stage 1 volumes, the escalation rate reduced from 26% in 2024/25 to 23% in 2025/26. While escalation rates should not be viewed in isolation, this reduction suggests that a greater proportion of complaints were resolved without requiring a Stage 2 review.

6.7. The last five year's Housing Stage 1 and Stage 2 volumes, together with the corresponding Stage 2 escalation rates, are set out in **Table I.**

6.8. **Acknowledgment timeliness:** Under the Housing Ombudsman's Complaint Handling Code, landlords are expected to ensure complaints are acknowledged within 5 working days. Timely acknowledgement is a key component of good complaint handling, providing residents with assurance that their concerns have been received and are being progressed.

6.8.1. 61% of Stage 1 complaints, and 19% of Stage 2 complaints, were acknowledged within the required timescale.

6.8.2. Performance against acknowledgement timescales did not meet the standards expected by either the Council or the Housing Ombudsman. Improving the timeliness of complaint acknowledgements remains a key focus of our improvement activity.

6.9. **Response timeliness:** 59% of Stage 1 responses, and 12% of Stage 2 responses were issued within the required timescale. This represents a decline from the previous year's performance, when 70% of Stage 1 responses and 39% of Stage 2 responses were issued on time.

6.10. We recognise that response timeliness remained significantly below the standards expected by both the Council and the Housing Ombudsman, particularly at Stage 2. A combination of factors contributed to this performance, including historic complaint backlogs, increasing complaint volumes and the need to prioritise the resolution of older outstanding cases. While reducing these backlogs was necessary, we recognise the impact that delayed complaint responses can have on residents and improving timeliness remains one of our key priorities.

6.11. To address the backlog, a range of improvement measures have been implemented. These include additional temporary resource within the Feedback and Resolutions Team, dedicated Stage 2 focus days with the most affected services, enhanced daily monitoring of case allocation through email updates and a new Power BI dashboard, weekly performance and volume reviews, and a streamlined approval process to help accelerate final responses. These measures form part of the wider Housing Complaints Improvement Sub-Plan and are intended to improve timeliness, strengthen oversight and support a more consistent approach to complaint handling across Housing Services.

6.12. **Complaint outcomes:** of complaints with a recorded outcome, 77% of both Stage 1 and Stage 2 complaints were upheld or partially upheld. This compares with 74% and 79% respectively in 2024/25. The high proportion of upheld complaints indicates that residents' concerns frequently identify service failures or opportunities for improvement. Learning arising from these complaints continues to inform service improvement activity across Housing Services and is reflected in the Housing Complaints Improvement Sub-Plan.

## 7. Housing Ombudsman Performance

7.1. The following data was provided by the Housing Ombudsman in advance of the publication of its Annual Report for Haringey and is intended for inclusion in its report.

7.2. In 2025/26, the Housing Ombudsman made 92 determinations concerning Haringey Council, excluding cases that were withdrawn or deemed outside jurisdiction. These determinations resulted in 225 findings, of which 193 were classified as maladministration, giving the Council a maladministration rate of 86%. While this represents an improvement from 95% in 2024/25, it remains above the national average of 80% for landlords of a similar size and type and demonstrates that significant improvement is still required.

7.3. The breakdown of findings reveals that the majority were due to maladministration (51%) with severe maladministration at 8%. Service failures accounted for 27% and 9% of cases resulted in findings of no maladministration. A further 5% were resolved through mediation or were cases where we had already provided suitable redress. The findings highlight continuing challenges in both service delivery and complaint handling. They also provide valuable insight into the areas where residents are most affected by service failure and where improvement activity should be prioritised

7.4. The most frequent complaint categories were Responsive Repairs Activity (95 findings) and Complaint Handling (87 findings), followed by Anti-Social Behaviour/Nuisance (9 findings) and Moving/Buying/Selling Home (9 findings). These findings align closely with the areas identified through the Housing Complaints Improvement Sub-Plan, particularly in relation to repairs performance, complaint handling and the resident experience.

7.5. The most common sub-categories under Repairs Activity were Damp & Mould (28 findings) and Leaks (22 findings).

7.6. In response to its findings, the Ombudsman issued 383 orders and 52 recommendations, including compensation, apologies, repairs and other service improvement actions. Compliance with Ombudsman orders and recommendations remains a key area of focus and is monitored through established governance arrangements to ensure actions are implemented and learning is embedded across Housing Services.

7.7. The total compensation ordered was £81,299. The largest compensation amounts were awarded for Repairs Activity (£62,190), followed by Complaints Handling

(£8,650) and Planned Works (£5,564).

7.8. While the findings continue to identify significant areas requiring improvement, there has been measurable progress compared with 2024/25. Despite the number of determinations increasing from 66 to 92, the overall maladministration rate reduced from 95% to 86%. However, the Council recognises that the overall level of maladministration remains too high and that further improvement is required.

7.9. The severity of findings has also reduced. Severe maladministration findings fell from 17% to 8%, while maladministration findings reduced from 62% to 52%. Conversely, service failure findings increased from 14% to 27%, which may indicate that while service issues remain, they are increasingly being assessed as less serious than in previous years.

7.10. There has also been an increase in findings of no maladministration and cases resolved through suitable redress or mediation, indicating that in a greater proportion of cases the Council was either able to demonstrate appropriate actions had been taken or had provided remedies before the Ombudsman's investigation concluded.

7.11. The number of Complaint Handling Failure Orders (CHFOs) issued by the Housing Ombudsman to Haringey reduced from six in 2024/25 to three in 2025/26. While any CHFO indicates that improvements are required, this reduction suggests progress in complaint handling compliance and reflects increased organisational focus on complaint performance and Ombudsman requirements.

7.12. These improvements reflect work undertaken to strengthen complaint handling, improve oversight of Ombudsman orders and recommendations, and embed learning from complaints across Housing Services. While early signs of progress are encouraging, the Council recognises that sustained improvement will be required over a number of years. The Housing Complaints Improvement Sub-Plan and Corporate Complaints Improvement Plan provide the framework through which this improvement activity will continue to be monitored and delivered.

## 8. Corporate Complaint Performance

8.1. Corporate Complaints relate to a wide range of Council services, including Highways and Parking, Revenues, Benefit, Environmental Services, Planning, and other non-statutory local authority functions. Residents can raise concerns about service delivery, delays, communication, decision-making, policy application, or staff conduct.

8.2. Corporate complaints are managed through a two-stage process, with residents able to escalate concerns to Stage 2 where they remain dissatisfied with the Stage 1 response.

8.3. Following completion of the Council's complaints process, complaints may be referred to the Local Government and Social Care Ombudsman (LGSCO) for independent review.

8.4. **Stage 1 volumes:** In 2025/26, the Council received a total of 3,053 Corporate Stage 1 complaints, a 21% increase from 2,516 in 2024/25. Whilst increasing

complaint volumes can indicate growing awareness of, and engagement with, the complaints process, they also provide important insight into areas where residents are dissatisfied and where further service improvement may be required.

8.5. **Stage 2 volumes and escalation rate**: During the same period, the Council responded to 2,968 complaints and 500 cases progressed to Stage 2, representing an escalation rate of 17%. Despite the increase in Stage 1 volumes, the escalation rate has remained stable and is unchanged from the 17% recorded last year. This suggests that, despite increased demand, the proportion of residents seeking a further review following receipt of a Stage 1 response has not increased.

8.6. The last five year's Corporate Stage 1 and Stage 2 volumes, together with the corresponding Stage 2 escalation rates, are set out in **Table O.**

8.7. **Acknowledgment and response timeliness:** Due to system functionality and operational challenges experienced during implementation of Infreemation, validated timeliness data for corporate complaints is not available for 2025/26. Work has continued throughout the year to improve the quality and reliability of management information and reporting within the new system, and greater assurance over complaint performance data is expected as these arrangements become more fully embedded.

8.8. **Complaint outcomes:** Of the complaints with a recorded outcome, 53% of Stage 1 complaints were upheld or partially upheld, compared with 56% in 2024/25. For Stage 2 complaints, 33% were upheld or partially upheld, down from 52% in 2024/25. The reduction in upheld outcomes across both stages will continue to be monitored alongside complaint escalation rates and service improvement activity to better understand underlying trends, Ombudsman outcomes and opportunities for further improvement.

## 9. Adult's Statutory Complaint Performance

9.1. Adult Social Care Complaints relate to services provided to adults who require care and support, including assessments, care packages, safeguarding, occupational therapy, and support for carers.

9.2. Complaints are considered under the statutory framework for adult social care complaints and are handled through a locally resolved process (Stage 1) rather than a two-stage process.

9.3. Where complainants remain dissatisfied with the Council's initial response, complaints may be referred to the Local Government and Social Care Ombudsman for independent review.

9.4. **Stage 1 volumes:** In 2025/26, the Council received a total of 233 Adult's Stage 1 complaints, a 25% increase from 187 in 2024/25. While complaint volumes remain relatively modest compared with Corporate and Housing complaints, these complaints provide valuable insight into the experiences of people accessing Adult Social Care services and help identify opportunities for service improvement.

9.5. **Ombudsman escalation rate:** As there is no Stage 2 process for Adult Statutory Complaints, escalation is measured from Stage 1 directly to the Ombudsman.

During the reporting period, we responded to 196 Stage 1 complaints, of which 14 were escalated to the Ombudsman, representing an escalation rate of 7%, compared with 5% in 2024/25. While the increase will continue to be monitored, escalation levels remain relatively low when considered against overall complaint volumes.

9.6. The last five year's Adult's Stage 1 volumes, together with the corresponding Ombudsman escalation rates, are set out in **Table R.**

9.7. **Acknowledgment and response timeliness:** Due to system functionality and operational challenges experienced during implementation of Infreemation, validated timeliness data for Adult Statutory complaints is not available for 2025/26. Work has continued throughout the year to improve the quality and reliability of management information and reporting within the new system, and greater assurance over complaint performance data is expected as these arrangements become more fully embedded.

9.8. **Complaint outcomes:** Of complaints with a recorded outcome, 65% of Stage 1 complaints were upheld or partially upheld, compared with 68% in 2024/25. While upheld complaints indicate that improvements, explanations or remedial actions were required, they also demonstrate that concerns raised by service users are being properly considered and addressed. Learning arising from these complaints continues to inform service development and improvement within Adult Social Care.

## 10. Children's Statutory Complaint Performance

10.1. Children's Social Care Complaints relate to services provided to children, young people and their families, including safeguarding, looked after children, adoption and fostering services.

10.2. Complaints are managed through the statutory three-stage Children's Services complaints procedure, comprising Local Resolution (Stage 1), Independent Investigation (Stage 2), and Review Panel (Stage 3).

10.3. Children's Social Care complaints are considered under the statutory "Getting the Best from Complaints" guidance. Stage 2 investigations are undertaken by an Independent Investigating Officer and overseen by an Independent Person, both commissioned externally. This ensures complaints receive an objective and independent review, reflecting the particular importance and sensitivity of Children's Social Care complaints.

10.4. Following completion of the statutory process, complainants may refer their concerns to the Local Government and Social Care Ombudsman for independent consideration. Children's Services complaints are governed by the Children Act 1989 Representations Procedure.

10.5. **Stage 1 volumes:** In 2025/26, the Council received a total of 87 Children's Statutory Stage 1 complaints, a 47% increase from 59 in 2024/25. Although complaint volumes remain relatively low, these complaints provide important insight into the experiences of children, young people and families accessing Children's Social Care services and help identify opportunities for service improvement.

10.6. **Stage 2 volumes and escalation rate:** During the same period, the Council responded to 66 complaints, with 15 cases progressing to Stage 2, resulting in an escalation rate of 23%. While complaint volumes are comparatively low, escalation rates continue to be monitored as an indicator of how effectively concerns are resolved at the earliest stage of the statutory complaints process.

10.7. Children's Statutory case types saw the largest increase in escalation rate, rising from 13% last year to 23% this year. However, higher rates have been recorded in two of the last five years. As complaint volumes are relatively low, these percentages should be interpreted with caution, as they are more susceptible to significant year-on-year fluctuations.

10.8. The last five year's Children's Stage 1 and Stage 2 volumes, together with the corresponding Stage 2 escalation rates, are set out in **Table T.**

10.9. **Acknowledgement and response timeliness:** Due to system functionality and operational challenges experienced during implementation of Infreemation, validated timeliness data for Children's Statutory complaints is not available for 2025/26. Work has continued throughout the year to improve the quality and reliability of management information and reporting within the new system, and greater assurance over complaint performance data is expected as these arrangements become more fully embedded.

10.10. **Complaint outcomes:** Among complaints where an outcome was recorded, 68% of Stage 1 complaints and 80% of Stage 2 complaints were upheld or partially upheld. In 2024/25, the corresponding figures were 71% and 33%. Given the relatively small volume of Children's Statutory complaints, these percentages can fluctuate significantly from year to year. Nevertheless, upheld complaints provide valuable opportunities for learning and service improvement, helping to ensure that the experiences of children, young people and families inform future service delivery.

10.11. **Stage 3 volumes and outcomes:** In 2025/26, two Children's Statutory complaints progressed to Stage 3 of the complaints procedure and were considered by an independent Review Panel.

10.12. One case was concluded during the year and was partially upheld, while the second case remained awaiting final adjudication at year-end. In the concluded case, the Review Panel upheld complaint elements relating to communication, safeguarding clarity, complaint handling and significant delay. As a result, the Council issued a formal apology, made a compensatory payment, and committed to reviewing arrangements for monitoring the implementation of Stage 2 recommendations. The introduction of the Infreemation case management system has strengthened the Council's ability to record, monitor and track learning and improvement actions arising from complaints, including recommendations made through the statutory complaints process.

## 11. Local Government & Social Care Ombudsman (LGO) Performance

11.1. The following data was sourced from the Local Government Ombudsman's Annual Letter. The full letter and associated annual statistics have been published on the LGO's website.

11.2. During the 2025/26 reporting year, the LGO received a total of 337 complaints and enquiries about Haringey Council. These were categorised into three main groups based on how far they progressed through the Ombudsman's process.

11.3. 175 cases were either outside the LGO's jurisdiction or were referred to Haringey as they had not completed the complaints process, 105 cases were assessed and closed without a full investigation, and 57 cases were fully investigated.

11.4. Of the 57 cases that were investigated, 51 were upheld, resulting in an uphold rate of 89%. This is broadly in line with the average for similar authorities (88%). While upheld decisions indicate that improvements or remedies were required, they also provide valuable opportunities for organisational learning and service improvement.

11.5. In the accompanying Annual Review Letter (July 2026), the Ombudsman acknowledged some recent improvements in the Council's complaint handling performance but reiterated concerns regarding delays in responding to investigation enquiries and complying with agreed recommendations. The Ombudsman noted that these issues had persisted during the first part of the year, where some responses took significantly longer than expected.

11.6. During the year, the Ombudsman made 37 investigation enquiries to the Council, of which 24 were responded to outside the 20-day target timeframe. Delays were also recorded in complying with Ombudsman recommendations, with 14 of 48 compliance outcomes completed late. However, the Ombudsman also recognised significant improvement since November 2025, with only one late compliance case recorded during that period.

11.7. Positively, Haringey demonstrated a strong commitment to implementing Ombudsman recommendations, achieving a 100% compliance rate for all remedies and agreed actions during the year. While some remedies were completed outside the agreed timescales, all recommendations were ultimately implemented to the Ombudsman's satisfaction. The Council recognises that timeliness is an important aspect of compliance and will continue to focus on ensuring recommendations are implemented both fully and within agreed deadlines.

11.8. While the delays caused unnecessary frustration for complainants, the Ombudsman welcomed the positive progress made in recent months and encouraged us to build on these improvements over the coming year. We remain fully committed to strengthening our complaint handling arrangements, improving response times, ensuring recommendations are implemented promptly and effectively, and using Ombudsman findings as a source of learning to drive service improvement across the Council

## 12. Learning From Complaints

12.1. The learning actions recorded throughout 2025/26 demonstrate the value of complaints as a catalyst for service improvement and organisational learning. Consistent with the Council's commitment to continuous improvement, complaints have been used not only to resolve individual concerns but also to identify opportunities to strengthen processes, improve communication and prevent similar issues from recurring. These learning themes have informed both service

improvement activity and the Council's wider Complaints Improvement Plan.

12.2. A significant proportion of the recorded learning related to communication with residents. Across a range of services, complaints highlighted the importance of providing timely updates, managing expectations when delays occur, offering clear explanations of decisions, and ensuring residents understand what actions are being taken and when. Learning frequently emphasised the need for more proactive engagement, particularly where repairs, assessments or investigations are ongoing and outcomes cannot be delivered immediately. Communication continued to be one of the most common learning themes identified through complaints across multiple service areas.

12.3. Many learning actions also focused on service coordination and ownership of actions. Complaints involving multiple teams often highlighted the importance of clear accountability, effective handovers and stronger cross-service working. Learning points frequently identified the need for a single point of ownership, improved tracking of follow-on actions, and clearer oversight of complex cases involving several services or contractors.

12.4. Internal feedback from colleagues indicates that the introduction of Infreemation has supported improvements in coordination and ownership by providing greater visibility of case activity and enabling actions to be assigned and monitored more effectively.

12.5. Another common theme related to housing repairs delivery and processes. Common themes included improving the scheduling and monitoring of repairs, ensuring follow-on works are arranged promptly, strengthening contractor oversight, improving appointment management, and ensuring recommendations arising from inspections and surveys are fully implemented. These issues continue to inform service improvement activity and are reflected within the Housing Complaints Improvement Sub-Plan.

12.6. We also identified learning around complaint handling and complaint process compliance. This included ensuring complaints are correctly categorised and allocated, responding within published timescales, addressing all complaint points raised by residents, and providing clearer complaint outcomes and remedies. These themes have informed elements of both the Corporate Complaints Improvement Plan and Housing Complaints Improvement Sub-Plan.

12.7. The learning themes identified throughout 2025/26 demonstrate the Council's commitment to using complaints as a source of insight to improve services, strengthen accountability and enhance the customer experience. While individual learning points reflected the circumstances of specific cases, common themes emerged across services and have helped inform wider improvement activity.

12.8. The introduction of Infreemation has enhanced the Council's ability to record, monitor and act upon learning from complaints. This has strengthened oversight of improvement actions and helped ensure that identified learning is tracked through to implementation and completion.

12.9. As the Council continues to implement and embed the Complaints Improvement Plan 2026-2028, a key focus will be strengthening how learning is captured, shared,

monitored and acted upon across the organisation. Through improved governance, enhanced reporting, stronger oversight and a continued emphasis on learning from feedback, we aim to ensure that complaints lead to meaningful service improvements and better outcomes for residents.

## 13. Compliments

13.1. We are committed to recognising the excellent work happening across our organisation each year to deliver the best outcomes for residents – and the appreciation residents often express in return.

13.2. To capture this, we have a formal compliments logging process, which can be used directly by residents or by managers when compliments are received through other channels.

13.3. In 2025/26, 236 staff compliments were recorded through this process, up from 176 in 2024/25. We also know that many compliments go unlogged, meaning the true number is likely higher.

13.4. We continue to encourage managers to use the formal process, as it helps us celebrate great work and learn from what's going well. Compliments provide an important opportunity to understand what residents value most and identify good practice that can be shared more widely across the organisation.

13.5. Compliments were recorded across 52 different service teams, demonstrating that positive resident experiences are being generated across a wide range of council services rather than concentrated within a small number of areas. This broad distribution of recognition indicates a consistent commitment to customer service across the organisation.

13.6. Customer Services received the most compliments (91), reflecting both the quality of service and the high volume of resident interactions.

## 14. Conclusion

14.1. Feedback from residents, businesses, Members and partners continues to play a vital role in helping the Council understand customer experience, identify areas for improvement and recognise good practice across services. During 2025/26, complaint volumes increased across most complaint types and Ombudsman findings continued to highlight areas where further improvement is required. While performance has not consistently met the standards we expect, the Council has taken significant steps to strengthen complaint handling arrangements, improve governance and make better use of learning arising from feedback.

14.2. The introduction of Infreemation, enhanced performance reporting arrangements, strengthened governance processes, the Complaints Improvement Plan 2026-2028 and the Housing Complaints Improvement Sub-Plan provide a clear framework for improvement. These initiatives are intended not only to improve complaint handling performance, but also to strengthen organisational learning and support better outcomes for residents.

14.3. The Council recognises that meaningful and sustained improvement will take time. We remain committed to learning from complaints, compliments and Ombudsman findings, monitoring progress through strengthened governance arrangements, and ensuring that feedback continues to drive service improvement across the organisation.

**Appendix B: Complaints and compliments data tables**

**Table A** – Stage 1 complaint volumes (all case types)

| Year | Vol. of stage 1 complaints |
|---|---|
| 2021/22 | 4,067 |
| 2022/23 | 4,514 |
| 2023/24 | 4,705 |
| 2024/25 | 4,670 |
| 2025/26 | 5,656 |

**Table B** – Service area share of Stage 1 volumes in 2025/26 (all case types)

| Service area | Vol. of stage 1 complaints | % share of total |
|---|---|---|
| Housing Repairs and Compliance | 1,591 | 28% |
| Housing Demand | 691 | 12% |
| Highways and Parking | 668 | 12% |
| Housing Management | 663 | 12% |
| Revenues Benefits and Corporate Debt | 453 | 8% |
| Recycling Waste and Enforcement | 195 | 3% |
| Adult's West / East / Central Locality | 164 | 3% |
| Parks and Climate Action | 135 | 2% |
| Customer Experience and Operations | 125 | 2% |
| Feedback and Resolutions | 103 | 2% |
| Community Safety | 82 | 1% |
| Active Wellbeing | 81 | 1% |
| Regulatory Services | 78 | 1% |
| Special Education Needs and Disabilities | 72 | 1% |
| Commissioning and Resident Experience | 58 | 1% |

| | | |
|---|---|---|
| Children in Need of Support and Protection | 57 | 1% |
| Development Management | 56 | 1% |
| Housing Delivery | 41 | 0.7% |
| Integrated Care | 37 | 0.7% |
| Asset Management | 28 | 0.5% |
| Library Operations | 23 | 0.4% |
| Children in Care Fostering and Adoption | 23 | 0.4% |
| Service Improvement | 22 | 0.4% |
| Central Locality and Learning Disabilities | 20 | 0.4% |
| Transport and Travel | 16 | 0.3% |
| Building Control | 16 | 0.3% |
| Young Adult Service and Disabled Childrens | 12 | 0.2% |
| Admissions and School Organisation | 12 | 0.2% |
| Insurance | 11 | 0.2% |
| Childrens Commissioning and Programmes | 11 | 0.2% |
| Property | 11 | 0.2% |
| Other (services with 10 or less complaints) | 101 | 2% |

**Table C** – Stage 1 acknowledgments sent on time (all case types)

| Year | % of stage 1 acknowledgements on time |
|---|---|
| 2021/22 | 82% |
| 2022/23 | 62% |
| 2023/24 | 49% |
| 2024/25 | 64% |
| 2025/26 | data unavailable |

**Table D** - Stage 1 responses sent on time (all case types)

| Year | % of stage 1 responses on time |
|---|---|
| 2021/22 | 82% |
| 2022/23 | 79% |
| 2023/24 | 55% |
| 2024/25 | 60% |
| 2025/26 | data unavailable |

**Table E** – Stage 1 complaints upheld (all case types)

| Year | % of stage 1 complaints upheld |
|---|---|
| 2021/22 | 46% |
| 2022/23 | 50% |
| 2023/24 | 63% |
| 2024/25 | 61% |
| 2025/26 | 64% |

**Table F** – Stage 2 complaints volumes (all case types)

| Year | Vol. of stage 2 complaints |
|---|---|
| 2021/22 | 419 |
| 2022/23 | 537 |
| 2023/24 | 580 |
| 2024/25 | 835 |
| 2025/26 | 1,010 |

**Table G** – Stage 2 responses sent on time (all case types)

| Year | % of stage 2 responses on time |
|---|---|
| 2021/22 | 85% |
| 2022/23 | 71% |
| 2023/24 | 38% |
| 2024/25 | 43% |
| 2025/26 | data unavailable |

**Table H** – Stage 2 complaints upheld (all case types)

| Year | % of stage 2 complaints upheld |
|---|---|
| 2021/22 | 45% |
| 2022/23 | 48% |
| 2023/24 | 61% |
| 2024/25 | 58% |
| 2025/26 | 58% |

**Table I** – Housing stage 1 and stage 2 volumes with escalation rates

| Year | Stage 1s received | Stage 1s answered | Stage 2s received | Escalation rate (%) |
|---|---|---|---|---|
| 2021/22 | 1,917 | 1,815 | 185 | 10% |
| 2022/23 | 1,775 | 1,676 | 264 | 16% |
| 2023/24 | 1,976 | 1,729 | 347 | 20% |
| 2024/25 | 1,950 | 1,772 | 461 | 26% |
| 2025/26 | 2,283 | 2,174 | 495 | 23% |

**Table J** – Housing stage 1 acknowledgments sent on time

| Year | % of stage 1 acknowledgements on time |
|---|---|
| 2021/22 | data unavailable |
| 2022/23 | data unavailable |
| 2023/24 | data unavailable |
| 2024/25 | data unavailable |
| 2025/26 | 61% |

**Table K** – Housing stage 1 responses sent on time

| Year | % of stage 1 responses on time |
|---|---|
| 2021/22 | 85% |
| 2022/23 | 89% |
| 2023/24 | 53% |

| | |
|---|---|
| 2024/25 | 70% |
| 2025/26 | 59% |

**Table L** – Housing stage 1 complaints upheld

| Year | % of stage 1 complaints upheld |
|---|---|
| 2021/22 | 64% |
| 2022/23 | 74% |
| 2023/24 | 80% |
| 2024/25 | 74% |
| 2025/26 | 77% |

**Table M** – Housing stage 2 responses sent on time

| Year | % of stage 2 responses on time |
|---|---|
| 2021/22 | 81% |
| 2022/23 | 67% |
| 2023/24 | 34% |
| 2024/25 | 39% |
| 2025/26 | 12% |

**Table N** – Housing stage 2 complaints upheld

| Year | % of stage 2 complaints upheld |
|---|---|
| 2021/22 | 65% |
| 2022/23 | 71% |
| 2023/24 | 79% |
| 2024/25 | 79% |
| 2025/26 | 77% |

**Table O** – Corporate stage 1 and stage 2 volumes with escalation rates

| Year | Stage 1s received | Stage 1s answered | Stage 2s received | Escalation rate (%) |
|---|---|---|---|---|
| 2021/22 | 2,061 | 1,946 | 196 | 10% |
| 2022/23 | 2,591 | 2,450 | 227 | 9% |
| 2023/24 | 2,536 | 2,228 | 225 | 10% |
| 2024/25 | 2,536 | 2,195 | 365 | 17% |
| 2025/26 | 3,053 | 2,968 | 500 | 17% |

**Table P** – Corporate stage 1 complaints upheld

| Year | % of stage 1 complaints upheld |
|---|---|
| 2021/22 | 39% |
| 2022/23 | 40% |
| 2023/24 | 61% |
| 2024/25 | 56% |
| 2025/26 | 53% |

**Table Q** – Corporate stage 2 complaints upheld

| Year | % of stage 2 complaints upheld |
|---|---|

| | |
|---|---|
| 2021/22 | 35% |
| 2022/23 | 40% |
| 2023/24 | 57% |
| 2024/25 | 52% |
| 2025/26 | 33% |

**Table R** – Adult's statutory stage 1 and Ombudsman volumes with escalation rates

| Year | Stage 1s received | Stage 1s answered | LGO cases decided | Escalation rate (%) |
|---|---|---|---|---|
| 2021/22 | 64 | 60 | 10 | 17% |
| 2022/23 | 115 | 85 | 5 | 6% |
| 2023/24 | 160 | 140 | 8 | 6% |
| 2024/25 | 187 | 155 | 8 | 5% |
| 2025/26 | 233 | 196 | 14 | 7% |

**Table S** – Adult's statutory stage 1 complaints upheld

| Year | % of stage 1 complaints upheld |
|---|---|
| 2021/22 | 40% |
| 2022/23 | 67% |
| 2023/24 | 83% |
| 2024/25 | 68% |
| 2025/26 | 65% |

**Table T** – Children's statutory stage 1 and stage 2 volumes with escalation rates

| Year | Stage 1s received | Stage 1s answered | Stage 2s received | Escalation rate (%) |
|---|---|---|---|---|
| 2021/22 | 25 | 25 | 6 | 24% |
| 2022/23 | 33 | 25 | 4 | 16% |
| 2023/24 | 33 | 28 | 8 | 29% |
| 2024/25 | 59 | 48 | 6 | 13% |
| 2025/26 | 87 | 66 | 15 | 23% |

**Table U** – Children's statutory stage 1 complaints upheld

| Year | % of stage 1 complaints upheld |
|---|---|
| 2021/22 | 33% |
| 2022/23 | 41% |
| 2023/24 | 56% |
| 2024/25 | 71% |
| 2025/26 | 68% |

**Table V** – Children's statutory stage 2 complaints upheld

| Year | % of stage 2 complaints upheld |
|---|---|
| 2021/22 | 0% |
| 2022/23 | 33% |
| 2023/24 | 60% |
| 2024/25 | 33% |
| 2025/26 | 80% |

**Table W** – Compliment volumes by service area in 2025/26

| Service area | Vol. of recorded compliments |
|---|---|
| Customer Experience and Operations | 91 |
| Adult's West / East / Central Locality | 25 |
| Highways and Parking | 18 |
| Housing Repairs and Compliance | 15 |
| Housing Demand | 13 |
| Housing Management | 10 |
| Parks and Leisure | 9 |
| Recycling Waste and Enforcement | 7 |
| Other (services less than 5 compliments) | 48 |
| **Total** | **236** |

## Appendix C: Member Enquiry data tables

**Table X** – Member Enquiry volumes (figures inclusive of enquiries on the same issue from separate members)

| Year | Vol. of member enquiries |
|---|---|
| 2021/22 | 4,317 |
| 2022/23 | 4,916 |
| 2023/24 | 4,750 |
| 2024/25 | 4,725 |
| 2025/26 | 5,414 |

**Table Y** – Service area share of Member Enquiries in 2025/26

| Service area | Vol. of member enquiries | % share of total |
|---|---|---|
| Highways and Parking | 833 | 15% |
| Housing Demand | 817 | 15% |
| Housing Repairs and Compliance | 783 | 14% |
| Housing Management | 630 | 12% |
| Parks and Leisure | 393 | 7% |
| Recycling Waste and Enforcement | 301 | 6% |
| Revenues Benefits and Corporate Debt | 220 | 4% |
| Adult's West / East / Central Locality | 203 | 4% |
| Regulatory Services | 180 | 3% |
| Community Safety | 164 | 3% |
| Development Management | 141 | 3% |
| Feedback and Resolutions | 92 | 2% |
| Transport and Travel | 78 | 1% |
| Property | 49 | 1% |
| Special Education Needs and Disabilities | 41 | 1% |

| | | |
|---|---|---|
| Building Control | 38 | 1% |
| Commissioning and Resident Experience | 38 | 1% |
| Admissions and School Organisation | 36 | 1% |
| Asset Management | 35 | 1% |
| Housing Delivery | 29 | 1% |
| Libraries | 24 | 0.4% |
| Integrated Care | 22 | 0.4% |
| Strategic Asset and Accommodation | 21 | 0.4% |
| Customer Experience and Operations | 20 | 0.4% |
| Spatial Planning | 16 | 0.3% |
| Inclusive Economy | 12 | 0.2% |
| Children in Need of Support and Protection | 12 | 0.2% |
| Other (services with 10 or less enquiries) | 186 | 3% |

# DRAFT Haringey Council Complaints Improvement Plan – 2026-2028

**Introduction:**

Haringey's complaints performance needs to improve. Levels of upheld complaints, complaint escalations and Ombudsman findings show the need for a sustained council-wide approach, with clear accountability and a stronger focus on resolving issues early and learning from where services have fallen short.

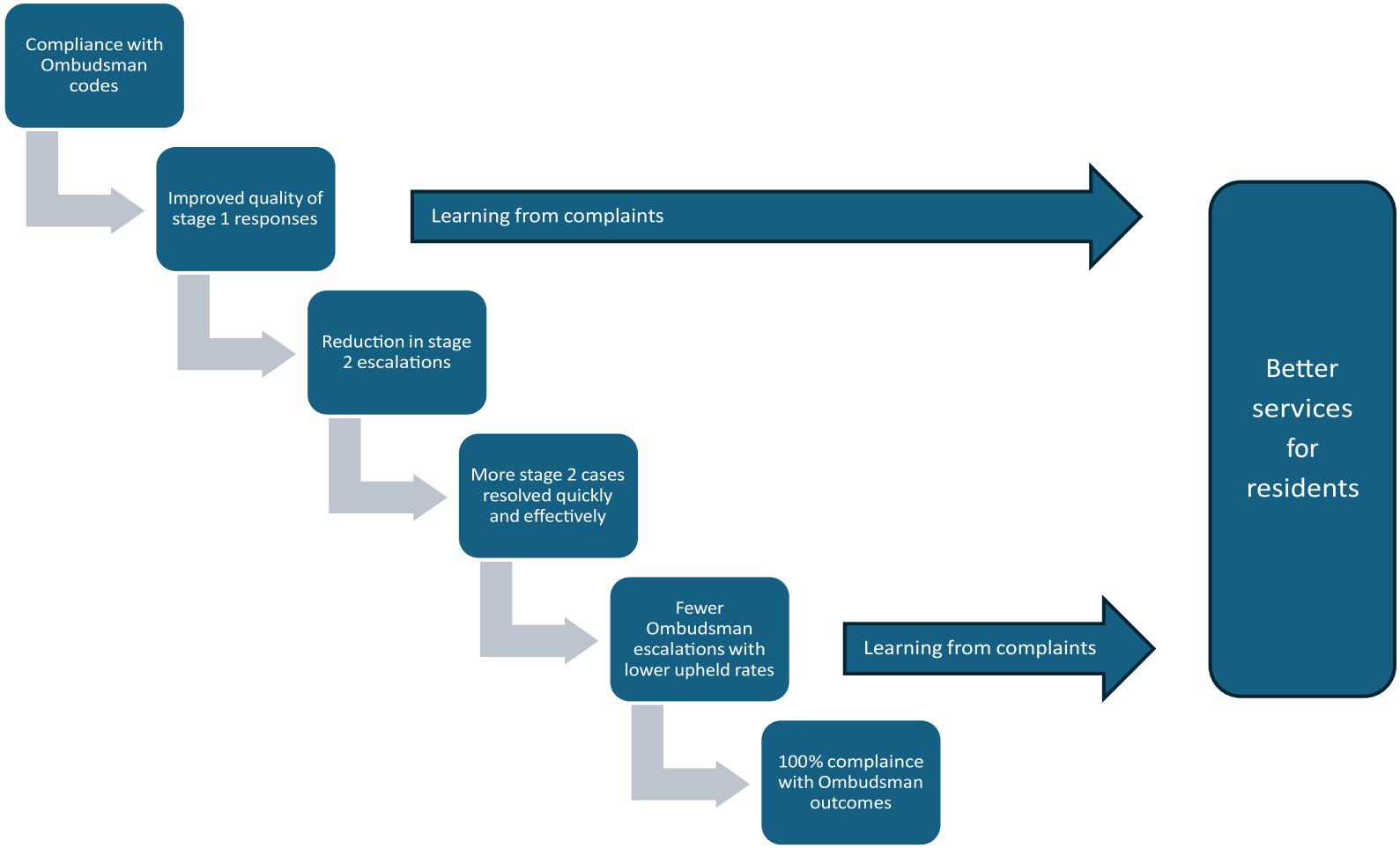
**Purpose:**

The Purpose of this plan is to support Haringey Council to improve its complaint handling performance by setting out clear objectives, priorities and actions. The delivery of the plan can then be monitored and analysed to ensure that the actions are delivering the expected outcomes.

**Objectives:**

1. To ensure compliance with the Housing Ombudsman and Local Government and Social Care Ombudsman Complaint (LGSCO) Handling Codes.
2. Reduce the number of stage 2 escalations back to below 15% as it was in 2023/24.
3. Improve the percentage of Stage 2 complaints handled within the 20 day/40 day time frames year on year – with the aim of being in a position to reach +80% in the year 2028/29.
4. Return to a 'maladministration rate' with the Housing Ombudsman at or below the level for landlords of a 'similar size and type' by 2027/28 – in 2024/25 this was 80%. Haringey's maladministration rate was 95%, previously 84% in 2023/24 and 81% in 2022/23.
5. Aim for '0' complaint failure handling orders from the Housing Ombudsman in 2027/28 with a downwards trajectory from the starting point of 6 in 2024/25.
6. Reduce the % of complaints upheld by the Local Government and Social Care Ombudsman to at or below the 'average level for similar authorities' in 2027/28. In 2024/5, Haringey's upheld rate was 87%, other similar authorities were at 84%.
7. Reduce the number of upheld decisions by the LGSCO to at or below that for 'authorities of this type'. In 2024/25 Haringey's upheld rate was 20.2 per 100,000 residents. The average was 9.1. This will ensure we can no longer be described as 'the most complained about council'.
8. Maintain 100% compliance rate with LGSO decisions.

## Theory of change



**Actions:**

| Action ref. | Objective | Action | Commencement | To be completed by | Measures of success |
|---|---|---|---|---|---|
| COM1 | 1 | Adoption of amended Complaints Policy following feedback from the Housing Ombudsman | On-going | In accordance with timescales in letter sent 19/2 | Cabinet Member Signing – 6th May 2026.<br><br>COMPLETED. |
| COM2 | 1&2 | Development of a new training offer for staff responding to complaints | June 2026 | Plan agreed by October 2026 for roll out in 2027/28 | Training offer in place to commence from April 2027 |
| COM3 | 1 | Ensure all learning commitments and service improvement actions are recorded in Infreemation so they can be seen clearly in our PBI dashboards.<br><br>Highlight and trend analysis compiled and shared with CLT, HSMT and via other relevant routes. | Stage 2 – March 2026<br><br>Stage 1 – March 2026<br><br>Pilot reporting trialled from October 2026 | June 2026<br><br>March 2027<br><br>Agreed approach by year end | By June all stage two cases closed have commitments included.<br><br>By March 2027 all stage one cases closed have commitments included. |
| COM4 | 2 | Move the council's FOI function to the Information Governance team to allow the Feedback Team to | Underway | Pilot to be implemented by 30th March 2026. | COMPLETED – pilot began in March. |

| | | | | | |
|---|---|---|---|---|---|
| | | focus on exclusively on complaints (and MEs) | | | Following review of the pilot after 6ms a permanent proposal to be developed and implemented by April 2027. |
| COM5 | 2 | Continue to develop the Feedback and Information Governance Forum as a community of practise. | New TOR to be agreed at meeting in March 2026<br><br>Future agendas shaped by attendees. | June 2026 | COMPLETED |
| COM6 | 2&4&6 | Continued engagement with services to identify and resolve challenges with targeted interventions where required.<br><br>Develop a Housing Services Complaints Improvement Action Plan as the first priority area of delivery under this Plan. | On-going<br><br>May 2026 | September 2026 | An action plan will be approved by HSMT in September and will go to Housing Improvement Board ASAP after that. |
| COM7 | 2 | More active monitoring of escalation rates broken down by service – data to be provided to CLT and more broadly on a quarterly basis | May 2026 | On-going | Inclusion of this data on CLT slides and shared at Feedback Forum |

| | | | | | |
|---|---|---|---|---|---|
| COM8 | 2&4 | Deep dive into stage twos with target services to understand issues and address systemic issues – housing to be the first service. | Summer 2026 | On-going | Reviews twice a year are taking place with target services |
| COM9 | 3 | Implement a new process for implementing 40 day timeframe where appropriate | April 2026 | June 2026 | A new process is in place and being used |
| COM10 | 5&8 | Develop an Ombudsman Assurance Approach, including:<br>- quarterly spotlight notes on learning from Ombudsman decisions.<br>- good handling examples to support quality improvement.<br>- a simple trends & themes log; and<br>- a strengthened process for recording and tracking learning actions (links to 1). | Autumn 2026 TBC | | |
| COM11 | 6&7 | Through effective collaboration between the Feedback Team and the Adults Team ensure the implementation of relevant commitments in the Cabinet Report on the Public Interest Report (PART A1 - Local Government Social Care Ombudsman Public Report.pdf). This includes: | On-going | | Delivery on these improvements is being reported via Adults Improvement process including via the board.<br><br>Reduction in escalations to the LGSCO of adult social care complaints cases |

| | | | | | |
|---|---|---|---|---|---|
| | | - Streamlined complaints process within adult's services<br>- Improved initial triage arrangements in Feedback<br>- Monthly performance reviews focusing on Ombudsman Outcomes, maladministration decisions and upheld complaint rates. | | | in 2027/8 compared to previous years. |
| COM12 | 6&7 | Develop additional expertise around Adult's Statutory Complaints within the Feedback Team – either via training or appointment | June 2026 | December 2026 | A member of the team has received relevant training or a person has been recruited with specific expertise/experience. |
| COM13 | 7 | Develop additional expertise around Children's Statutory Complaints within the Feedback Team – either via training or appointment | October 2026 | April 2027 | A member of the team has received relevant training or a person has been recruited with specific expertise/experience. |
| COM14 | All | Review staffing structure and resources | April 2026 | December 2026 | Appropriate permanent structure in place |

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**Housing Services Complaints Improvement Plan**

| Item no. | Theme and Action | Lead Officer | Target Dates | Intended Output / Outcome |
|---|---|---|---|---|
| 1 | **Service Improvement to address key drivers of complaints** | | | |
| 1.1 | Repairs Improvement: Introduce Mobilise to improve appointment scheduling, first time fix rates, and communication to residents | Head of Repairs, Senior Programme Manager, Connects consultant | Dec-26 | New mobile workforce management system implemented to improve scheduling, first time fix, productivity, and improved updates to residents. |
| 1.2 | Housing Demand Improvement: Introduction of Housing Register customer portal | Service Development Manager / Digital PM | Mar-27 | Improvements to Rehousing / TA / Housing Register Case Management intended to improve resident satisfaction / reduce complaints volumes (TBC) |
| 1.3 | Tenancy Management: Workflow and case management improvement project on NEC | NEC project manager / Digital technical lead TBC | Jun-27 | Tenancy management cases managed on NEC, reliable task management, outcome focussed reporting, with anticipated improvement in resident satisfaction and complaint reduction. |
| 2 | **Monthly sprints to address current stage 1 and ME backlogs (in service areas with backlogs)** | | | |
| 2.1 | Monthly Repairs and Compliance sprint day to reduce current stage 1 and ME backlog (overdue case backlog at June 26 baseline of 185 stage 1 complaints and MEs with target of clearing all overdue cases by Mar 27). Additional related monthly target of achieving higher than 86% satisfaction with last repair. | Repairs and Compliance AD to identify officer in service to coordinate monthly sprint day | Sept 26 to Mar 27 | Repairs Stage 1 and ME backlog cleared by March 2027. Monthly reduction achieved by sprint day to be reported at second HSMT of the month. |
| 2.2 | Monthly Housing Demand sprint day to reduce current stage 1 and ME backlog (overdue case backlog at June 26 baseline of 65 stage 1 complaints and MEs with target of clearing all overdue cases by Mar 27) | Housing Demand tAD o identify officer in service to coordinate monthly sprint day | Sept 26 to Mar 27 | Housing Demand Stage 1 and ME backlog cleared by March 2027. Monthly reduction achieved by sprint day to be reported at second HSMT of the month. |
| 2.3 | Monthly Housing Management sprint day to reduce current stage 1 and ME backlog (overdue case backlog at June 26 baseline of 64 stage 1 complaints and MEs with target of clearing all overdue cases by Mar 27) | Housing Management AD to identify officer in service to coordinate monthly sprint day | Sept 26 to Mar 27 | Housing Management Stage 1 and ME backlog cleared by March 2027. Monthly reduction achieved by sprint day to be reported at second HSMT of the month. |
| 3 | **Bi-monthly sprints to address current stage 2 backlogs** | | | |
| 3.1 | Bi-monthly Repairs sprint day in collaboration with Feedback team, specifically on Stage 2s (overdue case backlog at June 26 baseline of 138 stage 2 complaints with target of clearing all overdue cases by Mar 27) | Repairs to identify officer/s in service to coordinate monthly sprint day / Feedback team | Sept 26 to Mar 27 | Repairs Stage 2 backlog cleared by March 2027. Bi-monthly reduction achieved by sprint day to be reported at second HSMT of every second month. |
| 3.2 | Bi-monthly Housing Demand sprint day in collaboration with Feedback team, specifically on Stage 2s (overdue case backlog at June 26 baseline of 49 stage 2 complaints with target of clearing all overdue cases by Mar 27) | Housing Demand to identify officer/s in service to coordinate monthly sprint day | Sept 26 to Mar 27 | Housing Demand Stage 2 backlog cleared by March 2027. Bi-monthly reduction achieved by sprint day to be reported at second HSMT of every second month. |
| 3.3 | Bi-monthly Housing Management sprint day in collaboration with Feedback team, specifically on Stage 2s (overdue case backlog at June 26 baseline of 45 stage 2 complaints with target of clearing all overdue cases by Mar 27) | Housing Management to identify officer/s in service to coordinate monthly sprint day | Sept 26 to Mar 27 | Housing Management Stage 2 backlog cleared by March 2027. Bi-monthly reduction achieved by sprint day to be reported at second HSMT of every second month. |
| 4 | **Training / quality / vulnerability focus** | | | |
| 4.1 | Training of stage 1 officers by stage 2 officers (covering complaint handling, Complaint Handling Code, desirability of calling complainants where possible and use of Co-pilot to review draft responses) | Feedback & Resolutions Team | Sept 26 to Dec 26 | Refresher training for complaint handling, Complaint Handling Code, calling customers and Co-pilot use |
| 4.2 | Introduce calling complainants at stage 1 and stage 2, where helpful and in line with the training to be provided on this. | Responding officers / Feedback & Resolutions Team | Sept 26 to Dec 26 | Potential for improved resident engagement and earlier complaint resolution |
| 4.3 | Commencement of appropriate use of Co-pilot following training to be provided on this. | Feedback & Resolutions Team / Responding Officers (Alex Pal to provide further suport on this if required) | Sept 26 to Dec 26 | Possible use of co-pilot technology to improve complaint drafting |
| 4.4 | Ombudsman training of relevant staff via their Learning Hub - (Knowledge and Information Management, Attitudes, Respect and Rights, and Effective Local Complaint handling) | ADs to identify and ask key staff in their services to complete Ombudsman training and inform Alex Pal to keep log of training undertaken | Sept 26 to Dec 26 | Improved staff awareness of approach required by Ombudsman |
| 5 | **Learning from complaints** | | | |
| 5.1 | Develop approach to categorising and prioritising learning, with aim of identifying the root cause analysis of both complaints handling dissatisfaction and service dissatisfaction levels (to be built into Infreemation) | Feedback & Resolutions Team | Sept 26 to Dec 26 | System capability to catergorise learning themes established and support Housing Service identification of actions to address recurring themes. |
| 5.2 | Review of learning themes and root causes identified at second HSMT of each month and any additional key actions to be agreed and added to this plan for monitoring and follow-up | HSMT / Improvement team | Sept 26 to Dec 26 | Actions to respond to key themes identified, progressed and monitored. |
| 5.3 | Monthly monitoring of action plan to show service delivery of any newly identified actions | HSMT / Improvement team | Sept 26 to Mar 27 | Evidence of delivery against key complaint improvement actions |
| 6 | **Process mapping (of stage 2 process)** | | | |
| 6.1 | Map 'as is' stage 2 process to identify process inefficiencies and make recommendations for improving the complaints customer journey (clearly defining what problems are being solved, what success will look like, and what the balance of speed, quality, and customer experience will be). | Improvement Team / Feedback Team | Sept 26 to Dec 26 | Current state process mapped and agreed |
| 6.2 | Develop 'to be' process setting out recommended improvements to customer journey. This will include a focus on ensuring the complaint process adequately supports vulnerable complainants, vulnerability considerations are built into complaint investigations, and staff are equipped to identify residents needing extra assistance. | Improvement Team / Feedback Team | Sept 26 to Dec 26 | Future state process designed with controls and ownership |
| 6.3 | Recommendations and 'to be' process agreed with Customer Feedback team and HSMT and implementation timetable agreed | Improvement Team / Feedback Team | Sept 26 to Dec 26 | Revised Stage 2 process implemented |
| 7 | **Improved Analysis of Complaints (to support identification of further improvements)** | | | |
| 7.1 | Complaints and Housing data analysts to work in collaboration on Infreemation data to carry out detailed analysis on key drivers of complaints (broken down by service area). | Feedback Team / Improvement Team | Sept 26 to Dec 26 | Better understanding of key drivers of complaints |
| 7.2 | Learning analysis from Infreemation transactional surveys | Feedback Team / Improvement Team | Sept 26 to Dec 26 | Power BI dashboard providing analysis of new transactional surveys and clarifying learning actions to be delivered. |
| 7.3 | Explore triangulation of existing personal data held by Housing with Infreemation data (and possibility of improved collection of personal data when complaints submitted). | Feedback Team / Improvement Team | Sept 26 to Dec 26 | Development of Power BI data showing this analysis if Housing and Infreemation can be merged (or additional personal data collected via complaints process), so that responses can be better tailored to complainants. |
| 7.4 | Enhance focus on equality and equity monitoring, including analysis of whether some groups complain more frequently, whether outcomes vary by resident group, whether response times differ by protected characteristic, and assessment of overall equity in complaint handling performance. | Feedback Team / Improvement Team | Jan 27 to Mar 27 | Assuming Infreemation data can be enhanced or linked up with NEC data, Power BI dashboard to be developed to provide analysis of complaints by resident group / protected characteristics to assess overall equity in complaints handling performance. |
| 8 | **Engagement with Elected Members to support effective casework** | | | |
| 8.1 | Increase the provision of information and engagement with Elected Members to ensure they have a good understanding of housing services. | Housing Service Management Team | Sep-26 | Members feel more knowledgeable about housing services and are able to more effectively support tenants and leaseholders; there is a reduction in the number of Member Enquiries; and MEs are responded to within agreed timeframes |

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## Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

## Section 1: Definition of a complaint

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
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| 1.2 | A complaint must be defined as:<br><br>*'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'* | Yes | Haringey Resident Feedback Policy 2026 v1 | Our definition of a complaint in our complaints policy is consistent with this wording.<br><br>We refer to our policy throughout this self-assessment. |
| 1.3 | A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy. | Yes | Haringey Resident Feedback Policy 2026 v1 | This is evidenced in our complaints policy. When a resident expresses dissatisfaction that complies with the definition of a complaint to be recorded as a complaint, we do so, regardless of how it is expressed.<br><br>Our complaints policy specifically explains that we will accept complaints raised by a third party. |

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| 1.4 | Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly. | Yes | Haringey Resident Feedback Policy 2026 v1 | Our complaints policy sets out the difference between a service request and a complaint.<br><br>We triage all complaints requests to determine if the request is either a complaint or service request.<br><br>Service requests and complaints are distinguished in accordance with the Resident Feedback Policy. All expressions of dissatisfaction received by the Feedback and Resolutions Team are triaged on receipt to determine whether they should be recorded as a complaint or managed as a service request. Service requests are referred to the relevant service area for action and monitoring, while complaints are recorded within the Council's complaints process. Where a resident expresses dissatisfaction with the handling of an ongoing service request, the matter is recorded as a complaint in line with the Housing Ombudsman's Complaint Handling Code. |
| 1.5 | A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains. | Yes | Haringey Resident Feedback Policy 2026 v1 | Our work instructions reminds relevant officers that expressions of dissatisfaction with a service request should be considered a complaint.<br><br>This is also referred to in our policy. |

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| 1.6 | An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain. | Yes | Tenant satisfaction measures 2024/25 \| Haringey Council | Our tenant satisfaction survey is conducted by a third party. They advise tenants and leaseholders on how to make a complaint where necessary. |

## Section 2: Exclusions

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
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| 2.1 | Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits | Yes | Haringey Resident Feedback Policy 2026 v1 | All requests for service and expressions of dissatisfaction are reviewed on their individual merits. Where a matter does not meet the definition of a complaint or falls within one of the policy exclusions, the reasons are clearly recorded and communicated to the resident together with details of their right to approach the Housing Ombudsman Service if they disagree with the decision. |

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| 2.2 | A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:<br>• The issue giving rise to the complaint occurred over twelve months ago.<br>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.<br>• Matters that have previously been considered under the complaints policy. | Yes | Haringey Resident Feedback Policy 2026 v1 | This is outlined on our website and within our complaints policy.<br><br>Our complaints policy includes clear definitions of what can and cannot be considered as a complaint. |
| 2.3 | Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to | Yes | Haringey Resident Feedback Policy 2026 v1 | This is made clear in the complaints policy. |

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| | apply discretion to accept complaints made outside this time limit where there are good reasons to do so. | | | |
| 2.4 | If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint. | Yes | Haringey Resident Feedback Policy 2026 v1 | With all declined requests for either a new complaint, a complaint escalation or end of complaints process an explanation is provided along with the correct signposting.<br><br>We have template responses to ensure that the information we provide is consistent, which includes signposting to the Housing Ombudsman Service. |
| 2.5 | Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint. | Yes | Haringey Resident Feedback Policy 2026 v1 | Each complaint is considered on its own merits, and our policy sets out some areas where exceptions may be made. |

## Section 3: Accessibility and Awareness

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
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| 3.1 | Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process. | Yes | Haringey Resident Feedback Policy 2026 v1 | Complaints can be made through various channels including in person, telephone, letter, online and via representatives.<br><br>Mandatory training is provided to all staff on the Equality Act 2010 and how to respond to reasonable adjustments in line with this. |
| 3.2 | Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord. | Yes | | Residents can raise complaints through any service area and via multiple channels including telephone, email, online forms, correspondence, face-to-face contact and through representatives. Staff are supported through guidance, work instructions, regular Feedback Forums and targeted training to ensure complaints are recognised, logged and referred appropriately. Additional complaint handling training is currently being developed to further strengthen organisational awareness and consistency. |
| 3.3 | High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a | Yes | | The Council actively encourages feedback and does not view high complaint volumes as negative. During 2025/26 complaint volumes increased across all complaint categories and the Council received 5,656 Stage 1 complaints. This information is used as a source of customer insight and service improvement rather than as a measure of failure. Analysis of |

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| | sign that residents are unable to complain. | | | complaint trends is reported to senior leaders and informs improvement activities across services. |
| 3.4 | Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website. | Yes | Haringey Resident Feedback Policy 2026 v1 | The policy is published on our website, and if residents require it in a different format, this is available upon request.<br><br>If residents are not digitally confident or do not have access, they are able to approach an officer in one of our customer service centres, where they will be happy to print a copy.<br><br>Our complaints policy is available online and states we will make reasonable adjustments for accessibility where appropriate.<br>We also outline the complaints process, detailing the timeframes for responding at each stage. |
| 3.5 | The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code. | Yes | Haringey Resident Feedback Policy 2026 v1<br><br>Homezone (in-house Housing magazine)<br>Housing magazines and bulletins | The policy is published on our website, along with details of each Ombudsman and this code.<br><br>We also communicate how to provide feedback to the Council in our regular tenant and leaseholder magazine – Homezone. |
| 3.6 | Landlords must give residents the opportunity to have a representative deal with their complaint on their | Yes | Haringey Resident Feedback Policy 2026 v1 | This is included within our policy. |

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| | behalf, and to be represented or accompanied at any meeting with the landlord. | | | |
| 3.7 | Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint. | Yes | Haringey Resident Feedback Policy 2026 v1 | Information about how to contact the Housing Ombudsman Service is included in our complaints policy.<br><br>This information is also routinely shared with residents as part of our acknowledgement of complaints, in holding responses when we have not been able to meet our target response times and when sending complaint responses.<br><br>We have Housing Ombudsman posters displayed in our face-to-face contact centres and libraries throughout the Borough. |

## Section 4: Complaint Handling Staff

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
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| 4.1 | Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties. | Yes | | The Council has a dedicated Feedback and Resolutions Team responsible for the administration, oversight and quality assurance of complaints handling across the organisation. The team acts as the central point of contact for liaison with both the Housing Ombudsman Service and Local Government and Social Care Ombudsman, supports services in responding to complaints, monitors compliance with complaint handling requirements and coordinates organisational learning arising from complaints. |

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| | | | | Cabinet fulfils the role of the Council's governing body. Complaint performance is reported through established governance arrangements including Housing Services Leadership Team, Corporate Leadership Team and the Council's Annual Feedback and Resolutions Report, which is presented to Cabinet and subsequently considered by Overview and Scrutiny Committee. |
| 4.2 | The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly. | Yes | | The Feedback and Resolutions Team has direct access to officers, managers, heads of service, directors and senior leadership teams across the Council. This enables prompt escalation of concerns, supports the effective resolution of complaints and ensures that complex cases can be addressed appropriately.<br><br>The team has the authority to challenge complaint responses, seek additional information, request further investigation where required and escalate performance concerns through management and governance structures |
| 4.3 | Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be | Yes | | The Council recognises that effective complaint handling is a core service and an important source of resident insight. Promoting a positive complaint handling culture and embedding learning from complaints remain key priorities.<br><br>The Feedback and Resolutions Team receives ongoing professional development, regular supervision and support to ensure knowledge of complaint handling requirements remains current. In |

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| | resourced to handle complaints effectively | | | addition, the Council has established quarterly Feedback Forums for officers involved in complaint handling. These sessions are used to communicate good practice, Ombudsman learning, policy updates and organisational performance trends.<br><br>During 2025/26, the Council strengthened its approach to complaints management through the implementation of a new corporate case management system (Infreemation), the introduction of a centralised complaints dashboard and the creation of a dedicated Feedback and Resolutions Insights Officer role. These developments have improved oversight of complaint handling performance, Ombudsman outcomes, escalation trends and organisational learning.<br><br>The Council has also adopted a Complaints Improvement Plan 2026-2028 and a Housing Complaints Improvement Sub-Plan, which include actions to strengthen complaint handling capability, improve response quality and timeliness, and ensure learning from complaints results in measurable service improvements. Further complaint-handling training and learning resources are being developed in partnership with Learning and Development to support officers across the organisation |

## Section 5: The Complaint Handling Process

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
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| 5.1 | Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain. | Yes | Haringey Resident Feedback Policy 2026 v1 | The Council's complaints policy is adopted across all services, including housing. |
| 5.2 | The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion. | Yes | Haringey Resident Feedback Policy 2026 v1 | There is a clear 2-stage complaints process in place which includes this requirement. |
| 5.3 | A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman. | Yes | Haringey Resident Feedback Policy 2026 v1 | The Council adopts a 2-stage process. |
| 5.4 | Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints | Yes | Haringey Resident Feedback Policy 2026 v1 | Our policy outlines that where a complaint relates to a third party, they may undertake the Stage 1 investigation. This will depend on the specific arrangements in place under each contract.<br><br>Our policy is also clear that residents are not expected to go through two complaint processes. |

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| | process set out in this Code. Residents must not be expected to go through two complaints processes. | | | |
| 5.5 | Landlords are responsible for ensuring that any third parties handle complaints in line with the Code. | Yes | | Where responsibility for investigating a Stage 1 complaint sits with a contractor or managing agent, the Council retains overall responsibility for ensuring complaints are handled in accordance with the Housing Ombudsman's Complaint Handling Code.<br><br>Complaint handling expectations are incorporated into contract management arrangements and performance discussions with relevant providers.<br><br>During 2025/26 the Council continued to strengthen oversight of contractor complaint handling and is embedding Code compliance requirements within procurement and contract management processes. Residents are not required to pursue separate complaints procedures and may raise complaints directly through the Council's Feedback and Resolutions Team at any stage. |
| 5.6 | When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer | Yes | Haringey Resident Feedback Policy 2026 v1 | All acknowledgement letter templates require the officer to include the complaint definition and desired outcomes.<br><br>Our work instructions make it clear how we should clarify any aspects of the complaint where these are unclear |

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| | to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification. | | | |
| 5.7 | When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear. | Yes | Haringey Resident Feedback Policy 2026 v1 | As part of the triaging of complaints, acknowledgements must confirm which aspects of the complaint will be considered. |
| 5.8 | At each stage of the complaints process, complaint handlers must:<br>a. deal with complaints on their merits, act independently, and have an open mind;<br>b. give the resident a fair chance to set out their position;<br>c. take measures to address any actual or perceived conflict of interest; and<br>d. consider all relevant information and evidence carefully. | Yes | | Complaint investigations are expected to be fair, evidence-based and focused on resolution. Officers are supported through complaint handling guidance, response templates, management oversight and regular Feedback Forums that promote consistency and good practice.<br><br>Complaints are considered on their individual merits and investigators are expected to review all relevant records, correspondence, policies and available evidence before reaching a conclusion. Where conflicts of interest are identified, appropriate arrangements are made to ensure an independent review of the issues raised |

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| 5.9 | Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint. | Yes | Haringey Resident Feedback Policy 2026 v1 | The Council's policy requires residents to be informed where a complaint investigation cannot be completed within published timescales. Standard correspondence templates include information regarding delays, revised response dates and residents' rights to seek support from the Housing Ombudsman Service.<br><br>We recognise that during 2025/26 residents were not always updated as consistently as we would expect, particularly where complaint backlogs existed. To address this, automated reminders and enhanced monitoring arrangements have been introduced through the Council's new case management system, alongside additional management oversight through the Complaints Improvement Plan. |
| 5.10 | Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review. | Yes | | We have a ‘flag’ system in place on our housing system which will indicate any resident vulnerability. The information that filters through to these flags are formally reviewed through tenancy audits and welfare checks but these procedures are also subject to review following the new policy. |

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| 5.11 | Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code. | Yes | Haringey Resident Feedback Policy 2026 v1 | Our policy details how we manage requests for escalations. |
| 5.12 | A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys. | Yes | | All complaint records are maintained within the Council's corporate case management system, Infreemation. The system stores the original complaint, correspondence, complaint responses, supporting documents, case notes, investigation records and learning actions. The introduction of Infreemation has strengthened record keeping, improved visibility of resident interactions and enabled more effective performance monitoring and organisational learning. |
| 5.13 | Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can | Yes | | The Council seeks to resolve complaints at the earliest opportunity and empowers officers to identify and implement appropriate remedies at any stage of the complaints process. Remedies may include apologies, explanations, corrective action, service improvements, compensation or other actions designed to put matters right. |

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| | be provided at any stage of the complaints process without the need for escalation. | | | The Council's Housing Compensation Policy provides guidance on financial redress and officers are encouraged to resolve issues without requiring unnecessary escalation. The introduction of Infreemation has strengthened the Council's ability to record, monitor and track remedial actions through to completion. |
| 5.14 | Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review. | Yes | Policy for Managing Unreasonable or Unacceptable Customer Behaviour | Our policy for Managing Unreasonable or Unacceptable Customer Behaviour sets out how we manage unreasonable / unacceptable behaviour.<br><br>A record of restrictions is attached to the relevant case in our case management system.<br><br>We also have a local version of restrictions which can be accessed by the Feedback and Resolutions management team. |
| 5.15 | Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010. | Yes | Policy for Managing Unreasonable or Unacceptable Customer Behaviour | Any restrictions on contact are considered on a case-by-case basis and are required to be proportionate, evidence-based and consistent with the Equality Act 2010. Decisions are recorded, subject to management oversight and reviewed periodically to ensure restrictions remain appropriate and necessary. |

## Section 6: Complaints Stages

Stage 1

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
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| 6.1 | Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident. | Yes | | All complaints are reviewed on receipt to determine the most appropriate route for investigation and resolution. Consideration is given to the nature and complexity of the complaint, any vulnerabilities or support needs disclosed by the resident, and whether immediate action is required to prevent detriment. The Council seeks to resolve complaints at the earliest opportunity wherever possible and supports services to provide prompt explanations, apologies and practical resolutions |
| 6.2 | Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure **within five working days of the complaint being received**. | Yes | | Our policies are compliant with the code. The Council's complaint policy and case management system requires all Stage 1 complaints to be acknowledged, defined and logged within five working days of receipt.<br><br>We acknowledge that during 2025/26, Housing complaint acknowledgement performance was below the standard expected by the Code, with 61% of acknowledgements issued within target timescales.<br><br>This was affected by operational challenges associated with the implementation of a new case |

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| | | | | management system and increased complaint volumes. Improvement actions have been implemented through enhanced monitoring, system development and the Complaints Improvement Plan. |
| 6.3 | Landlords must issue a full response to stage 1 complaints **within 10 working days** of the complaint being acknowledged. | Yes | | Our policies are compliant with the code. The Council's complaint policy requires Stage 1 responses to be issued within 10 working days of acknowledgement.<br><br>We acknowledge that during 2025/26, Housing Stage 1 response performance was below target, with 59% of responses issued within timescales.<br><br>The Council has acknowledged this as an area requiring improvement and has implemented additional performance monitoring, improved workflow management and targeted improvement activity through the Housing Complaints Improvement Sub-Plan |
| 6.4 | Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) | Yes | | Where a complaint cannot reasonably be concluded within the initial target timeframe, officers are required to explain the reasons for the delay, provide a revised response date and maintain contact with the resident throughout the investigation. Standard templates and guidance support compliance with this requirement. |

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| | must be clearly explained to the resident. | | | |
| 6.5 | When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman. | Yes | | We have template letters for extending complaint timescales which include information about how to approach the Housing Ombudsman Service. |
| 6.6 | A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident. | Yes | Haringey Resident Feedback Policy 2026 v1 | We have provided guidance of this following the introduction of the code via various channels across the organisation including our Feedback Forum.<br><br>It is also stated in our policy. |
| 6.7 | Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate. | Yes | | Complaint response templates, management review processes and quality assurance arrangements support investigators in addressing all elements of the complaint definition. Responses are expected to reference relevant policies, service standards, legislation or good practice where appropriate, and clearly explain how conclusions were reached. |

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| 6.8 | Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint. | Yes | Haringey Resident Feedback Policy 2026 v1 | This is referenced in our policy and work instructions. |
| 6.9 | Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:<br>a. the complaint stage;<br>b. the complaint definition;<br>c. the decision on the complaint;<br>d. the reasons for any decisions made;<br>e. the details of any remedy offered to put things right; | Yes | | Standard response templates require officers to confirm the complaint definition, complaint outcome, reasons for decisions, remedies offered, outstanding actions and escalation rights. Responses are subject to review and approval arrangements designed to promote consistency and compliance with the Complaint Handling Code. |

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| | f. details of any outstanding actions; and<br>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. | | | |

Stage 2

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
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| 6.10 | If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response. | Yes | Haringey Resident Feedback Policy 2026 v1 | Escalation requests are reviewed by senior officers and are accepted unless there is a valid reason not to do so in accordance with the Council's complaints policy. The Council seeks to understand any outstanding concerns and ensure residents have access to a fair and independent review at Stage 2. |
| 6.11 | Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received. | Yes | Haringey Resident Feedback Policy 2026 v1 | Our policies are compliant with the code. The Council's complaint policy and case management system require Stage 2 complaints to be acknowledged within five working days.<br><br>We acknowledge that during 2025/26 performance was below the standard expected by the Code, with 19% of acknowledgements completed within target timescales. Improvement actions have been implemented through strengthened case monitoring, |

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| | | | | performance management and workflow improvements |
| 6.12 | Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response. | Yes | Haringey Resident Feedback Policy 2026 v1 | This is outlined in our complaints policy.<br><br>While not mandatory, our stage 1 letter template explains to residents why providing this information can support the escalation process. |
| 6.13 | The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1. | Yes | Haringey Resident Feedback Policy 2026 v1 | Stage 2 complaints are overseen by senior officers who have had no previous involvement in the Stage 1 investigation. Investigations involve a fresh review of the complaint, relevant records, responses provided at Stage 1 and any additional evidence supplied by the resident. Final responses are reviewed through senior management arrangements to ensure consistency, fairness and compliance with the Complaint Handling Code. |
| 6.14 | Landlords must issue a final response to the stage 2 **within 20 working days** of the complaint being acknowledged. | Yes | Haringey Resident Feedback Policy 2026 v1 | Our policies are compliant with the code. The Council's complaint policy requires Stage 2 responses to be issued within 20 working days of acknowledgement.<br><br>We acknowledge that during 2025/26, Housing Stage 2 response performance fell significantly below target, with 12% of responses issued within timescale. This reflected a combination of increased complaint volumes, historic complaint backlogs and |

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| | | | | operational challenges associated with implementation of the Council's new case management system.<br><br>In response, the Council implemented a range of measures including additional temporary resource, dedicated backlog reduction activity, enhanced performance monitoring, Stage 2 review sessions with services and strengthened governance arrangements. These actions form part of the wider Complaints Improvement Plan and Housing Complaints Improvement Sub-Plan. |
| 6.15 | Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident. | Yes | | Where additional time is required, residents are informed of the reasons for the delay, provided with revised timescales and kept updated on progress. Complaint handling guidance and standard correspondence templates support compliance with this requirement. |
| 6.16 | When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman. | Yes | | We have templates for extending complaint timescales which include information about how to approach the Housing Ombudsman Service. |

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| 6.17 | A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident. | Yes | Haringey Resident Feedback Policy 2026 v1 | We have provided guidance of this following the introduction of the code via various channels across the organisation including our Feedback Forum.<br><br>It is also stated in our policy. |
| 6.18 | Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate. | Yes | | Stage 2 investigations are expected to consider all elements of the complaint definition, findings made at Stage 1, any new information provided by the resident and relevant evidence held by the Council. Decisions are supported by reference to policy, legislation, service standards and good practice where appropriate. |
| 6.19 | Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:<br>a. the complaint stage;<br>b. the complaint definition;<br>c. the decision on the complaint; | Yes | | Standard Stage 2 response templates require officers to confirm the complaint definition, complaint outcome, rationale for decisions, remedies offered, outstanding actions and details of the resident's right to approach the Housing Ombudsman Service. Responses are reviewed through established approval arrangements to support consistency and compliance with the Complaint Handling Code. |

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| | d. the reasons for any decisions made;<br>e. the details of any remedy offered to put things right;<br>f. details of any outstanding actions; and<br>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. | | | |
| 6.20 | Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response. | Yes | | Stage 2 represents the Council's final complaint response. Investigations are supported by all relevant officers, managers and service areas required to fully consider the issues raised. Final responses are subject to senior management review and approval to ensure they provide a comprehensive and authoritative position on behalf of the Council. |

## Section 7: Putting things right

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|---|---|---|---|---|
| 7.1 | Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to | Yes | Housing Compensation policy and procedure 2023 v3 | Where service failure is identified, the Council seeks to acknowledge this openly and take appropriate action to put matters right. Remedies may include apologies, explanations, corrective actions, service improvements, compensation, or changes to policies and processes. Complaint investigations are |

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| | take, to put things right. These can include:<br>• Apologising;<br>• Acknowledging where things have gone wrong;<br>• Providing an explanation, assistance or reasons;<br>• Taking action if there has been delay;<br>• Reconsidering or changing a decision;<br>• Amending a record or adding a correction or addendum;<br>• Providing a financial remedy;<br>• Changing policies, procedures or practices. | | | expected to consider both the individual circumstances of the complaint and any wider learning opportunities arising from identified failings.<br><br>The Council's Housing Compensation Policy provides a framework for determining financial remedies where appropriate, while managers and complaint investigators are encouraged to identify practical solutions that address the resident's concerns at the earliest opportunity. |
| 7.2 | Any remedy offered must reflect the impact on the resident as a result of any fault identified. | Yes | Housing Compensation Policy & Procedure 2023 | When determining appropriate remedies, consideration is given to the impact of the service failure on the resident, including any distress, inconvenience, delay, time and trouble, or additional costs incurred. Officers are supported by the Council's Housing Compensation Policy and Ombudsman guidance when assessing appropriate levels of redress. |

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| 7.3 | The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion. | Yes | | Complaint responses are expected to clearly set out any agreed actions, responsible service areas and expected completion timescales. The introduction of Infreemation has strengthened the Council's ability to record, assign and monitor follow-on actions arising from complaints, helping ensure commitments made to residents are tracked through to completion.<br><br>The Council recognises the importance of not only identifying appropriate remedies but also ensuring that agreed actions are delivered and lessons learned are incorporated into service improvement activity. |
| 7.4 | Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies. | Yes | | The Council takes account of Housing Ombudsman guidance when determining remedies and responding to complaint findings. Housing Ombudsman decisions, orders, recommendations and wider learning publications are reviewed by the Feedback and Resolutions Team and shared with relevant services to support consistency in decision-making and continuous improvement in complaint handling practice. |

## Section 8: Self-assessment, reporting and compliance

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
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| 8.1 | Landlords must produce an annual complaints performance and service improvement report for | Yes | | The Council produces an Annual Feedback and Resolutions Report which provides both quantitative and qualitative analysis of complaint handling performance across Housing, Corporate & Statutory |

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| | scrutiny and challenge, which must include:<br>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.<br>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;<br>c. any findings of non-compliance with this Code by the Ombudsman;<br>d. the service improvements made as a result of the learning from complaints;<br>e. any annual report about the landlord's performance from the Ombudsman; and<br>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. | | | complaints. The report includes complaint volumes, escalation rates, complaint outcomes, Ombudsman findings, learning from complaints, service improvements and areas requiring further improvement. The Housing Ombudsman Self-Assessment forms part of this annual review process and is published alongside the report. The findings from the report are used to inform service improvement activity and organisational learning. |

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| 8.2 | The annual complaints performance and service improvement report must be reported to the landlord’s governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body’s response to the report must be published alongside this. | Yes | | The Annual Feedback and Resolutions Report and Housing Ombudsman Self-Assessment are reported annually to Cabinet, which fulfils the role of the Council's governing body for the purposes of the Complaint Handling Code.<br><br>Following Cabinet's consideration of these documents, a separate Governing Body Response is prepared and approved by the Cabinet Member with responsibility for complaints. The response is published alongside the Annual Feedback and Resolutions Report and Housing Ombudsman Self-Assessment.<br><br>The Governing Body Response reflects Cabinet's consideration of the Annual Feedback and Resolutions Report and Housing Ombudsman Self-Assessment, including complaint handling performance, key risks, service improvement activity and assurances received regarding complaint handling arrangements. The response provides assurance regarding the arrangements in place to monitor performance, oversee improvement activity and support compliance with the Housing Ombudsman Complaint Handling Code.<br><br>The Annual Feedback and Resolutions Report is subsequently considered by the Overview and Scrutiny Committee as part of the Council's wider scrutiny and accountability arrangements. |

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| 8.3 | Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures. | Yes | | Compliance with the Complaint Handling Code is reviewed throughout the year by the Feedback and Resolutions Team and formally assessed on an annual basis. Additional reviews may be undertaken following significant organisational change, amendments to complaint handling arrangements, changes in legislation or guidance, or where requested by the Housing Ombudsman Service.<br><br>During 2025/26 the Council reviewed and updated its Resident Feedback Policy and continued implementation of a new corporate case management system, both of which provided opportunities to review complaint handling arrangements and strengthen compliance with the Code. |
| 8.4 | Landlords may be asked to review and update the self-assessment following an Ombudsman investigation. | Yes | | The Council recognises that the Housing Ombudsman may request a review of this self-assessment following investigations or findings relating to complaint handling. Where required, the Feedback and Resolutions Team will coordinate a review of compliance, identify any required actions and report progress through the Council's established governance arrangements. |
| 8.5 | If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to | Yes | | The Council maintains business continuity arrangements to support the continued delivery of complaint handling services during periods of disruption. Where exceptional circumstances impact compliance with the Complaint Handling Code, the Council will notify the Housing Ombudsman Service, communicate with affected residents, publish |

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| | residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code. | | | relevant information where appropriate and establish a plan to return to compliance within agreed timescales. |

## Section 9: Scrutiny & oversight: continuous learning and improvement

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|---|---|---|---|---|
| 9.1 | Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint. | Yes | | The Council is committed to using complaints as a source of organisational learning and service improvement. Learning actions arising from complaints are recorded and monitored through the Council's case management system and reviewed through regular reporting arrangements.<br><br>During 2025/26, learning identified through complaints contributed to improvements across a number of areas including resident communication, complaint handling practices, repairs processes, contractor oversight and cross-service coordination. The Council's Complaints Improvement Plan 2026-2028 and Housing Complaints Improvement Sub-Plan further strengthen arrangements for identifying, recording and monitoring learning arising from complaints to ensure improvements are embedded across services. |
| 9.2 | A positive complaint handling culture is integral | Yes | | The Council recognises that a positive complaint handling culture is essential to delivering good |

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| | to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery. | | | services and improving outcomes for residents. Complaints are viewed as valuable feedback and an opportunity to identify service failures, improve customer experience and strengthen service delivery.<br><br>Complaint performance, Ombudsman outcomes, escalation trends and learning from complaints are reported through established governance arrangements including Housing Services Leadership Team, Corporate Leadership Team and Cabinet reporting. Learning and good practice are also shared through the Council's quarterly Feedback Forums and ongoing engagement with responding officers and managers. |
| 9.3 | Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees. | Yes | | The Council shares information regarding complaint performance, Ombudsman findings, learning and service improvements through a range of governance and engagement forums. These include publication of the Annual Feedback and Resolutions Report, reporting to Cabinet and Overview and Scrutiny Committee, engagement with the Residents Voice Board and regular communication with service leaders and responding officers.<br><br>This approach supports transparency, accountability and wider awareness of lessons learned from complaints across the organisation. |
| 9.4 | Landlords must appoint a suitably senior lead person as accountable for their | Yes | Claire McCarthy – Director of Strategy, | The Director of Strategy, Communications and Collaboration acts as the senior officer accountable for complaint handling arrangements across the |

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| | complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision. | | Comms & Collaboration | Council. Through oversight of the Feedback and Resolutions Team, the Director receives information regarding complaint performance, complaint themes, Ombudsman findings, service improvement actions and emerging risks.<br><br>The Feedback and Resolutions Team provides analysis and insight to senior leaders and works alongside services to identify recurring themes, systemic issues and opportunities for improvement. Complaint performance and associated risks are monitored through established governance arrangements and improvement plans. |
| 9.5 | In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC'). | Yes | Cabinet members \| Haringey Council | The Council has appointed a Cabinet Member with responsibility for complaints, fulfilling the role of Member Responsible for Complaints (MRC). The MRC supports a positive complaint handling culture, receives information regarding complaint performance and provides political oversight of complaint handling arrangements.<br><br>The MRC is involved in consideration of the Annual Feedback and Resolutions Report and receives information relating to complaint performance, Ombudsman outcomes and improvement activity. |
| 9.6 | The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides | Yes | Cabinet members \| Haringey Council | The MRC has access to relevant officers, senior leaders and complaint performance information to support effective oversight of complaint handling. |

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| | insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings. | | | This includes the Annual Feedback and Resolutions Report, Housing Ombudsman Self-Assessment, Housing Ombudsman findings, Complaint Handling Failure Orders, service improvement plans and performance reporting.<br><br>Following Cabinet's consideration of the Annual Feedback and Resolutions Report and Self-Assessment, the MRC approves the Governing Body Response which is published alongside the annual report and self-assessment |
| 9.7 | As a minimum, the MRC and the governing body (or equivalent) must receive:<br>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;<br>b. regular reviews of issues and trends arising from complaint handling;<br>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and | Yes | | Complaint performance is monitored through a range of governance arrangements throughout the year. Housing complaint performance is reviewed regularly by Housing Services Leadership Team, and complaint performance is reported quarterly to the Leadership Network and Corporate Leadership Team.<br><br>Information reported includes complaint volumes, timeliness, escalation rates, complaint outcomes, Ombudsman investigations, Ombudsman orders and recommendations, Complaint Handling Failure Orders, learning arising from complaints and progress against improvement actions.<br><br>Cabinet receives the Annual Feedback and Resolutions Report, Housing Ombudsman Self-Assessment and associated improvement plans, providing oversight of complaint handling performance and identified areas for improvement. |

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| | d. annual complaints performance and service improvement report. | | | The report is subsequently considered by the Overview and Scrutiny Committee as part of the Council's wider scrutiny arrangements |
| 9.8 | Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:<br>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;<br>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and<br>c. act within the professional standards for engaging with complaints as set by any relevant professional body. | Yes | | The Council's complaint handling arrangements promote collaborative working, professional accountability and resident-focused resolution. Complaint handling guidance, standard templates, governance arrangements and quality assurance processes support officers in working across service boundaries to resolve complaints effectively and identify opportunities for improvement.<br><br>Through the Complaints Improvement Plan 2026-2028 and associated training and development activity, the Council continues to strengthen organisational expectations regarding ownership of complaints, learning from feedback and collective responsibility for service improvement |

Local Government & Social Care OMBUDSMAN

# Example: Self-assessment against the requirements of the Code

| Code section | Action | Do we follow the Code: Yes/No | Explanations and Commentary |
|---|---|---|---|
| **1: Definition of a service request and complaint** | We recognise the difference between a service request and a complaint, and these are defined in our policies and procedures. | Yes | The Council distinguishes between service requests and complaints within its complaints policy, procedures and supporting guidance. Service requests are managed through operational service processes where a request has been made for a service to be delivered or an issue to be resolved. Expressions of dissatisfaction that meet the Council's definition of a complaint are recorded and managed through the formal complaints process.<br><br>Guidance is available to officers through the Council's complaints procedures and case management system to support the consistent identification, categorisation and handling of complaints. Where appropriate, concerns initially received as service requests may be escalated into the complaints process if the resident remains dissatisfied. |

| Code section | Action | Do we follow the Code: Yes/No | Explanations and Commentary |
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| **2: Exclusions** | Our complaints policy sets out circumstances where we would not consider a complaint. These are reasonable and do not deny individuals access to redress. | Yes | The Council's Feedback Policy clearly sets out the circumstances in which complaints will not be considered under the corporate complaints process. These exclusions are limited to matters where an alternative statutory, legal or regulatory process exists, or where the issue falls outside the scope of the complaints process. Examples include matters subject to legal proceedings, statutory appeal routes, employment matters, complaints already determined by a court, tribunal or Ombudsman, data protection breaches and Freedom of Information requests.<br><br>Where the Council determines that a complaint falls outside the scope of the policy, an explanation is provided to the resident. Complainants retain the right to challenge this decision through the relevant Ombudsman, who may direct the Council to accept the complaint where appropriate.<br><br>The Council seeks to apply exclusions fairly and proportionately to ensure residents are not denied access to redress. Complaints relating to Adult Social Care and Children's Social Care are not excluded from consideration but are managed through separate statutory complaints procedures. |

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| **3: Accessibility and awareness** | We provide different channels through which individuals can make complaints. These are accessible and we can make reasonable adjustments where necessary | Yes | The Council provides a range of accessible routes through which residents can make a complaint, including online, by email, by telephone, in writing and in person through its Customer Service Centres. Information about how to make a complaint is published within the Council's Feedback Policy and on the Council's website.<br><br>The Council is committed to ensuring that the complaints process is accessible to all residents. The Feedback Policy specifically recognises that some residents may require additional support when making a complaint and states that reasonable adjustments will be made where necessary. This includes support for residents with disabilities, vulnerabilities or language barriers to ensure equitable access to the complaints process.<br><br>The Council accepts complaints from representatives, advocates and support persons acting on behalf of residents, subject to appropriate consent arrangements. Additional advocacy support is also signposted for children and young people using Children's Social Care services.<br><br>The Council's complaints process is designed to ensure that residents do not need to use the word "complaint" for an expression of dissatisfaction to be recognised and considered. Residents who express dissatisfaction are offered the opportunity to have their concern handled through the formal |

| Code section | Action | Do we follow the Code: Yes/No | Explanations and Commentary |
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| | | | complaints process, regardless of the channel used to contact the Council. |

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| **4: Complaint handling resources** | We have designated, sufficient resource assigned to take responsibility for complaint handling. Complaints are viewed as a core service and resourced accordingly. | Yes | The Council has a dedicated Feedback and Resolutions Team responsible for overseeing complaint handling across the organisation, supporting services with complaint investigations, providing guidance on complaint handling requirements, monitoring performance and ensuring organisational learning is identified and shared. Complaint handling is recognised as an important element of service delivery and is supported through established policies, procedures, governance arrangements and performance reporting.<br><br>During 2025/26, the Council continued to strengthen complaint handling arrangements through the implementation of Infreemation, the introduction of enhanced reporting and dashboard functionality, expanded Feedback Forum sessions and strengthened governance arrangements. These improvements have provided greater oversight of complaint performance, Ombudsman outcomes and improvement actions across services.<br><br>The Council recognises that increasing complaint volumes and performance challenges in some service areas have placed additional demands on complaint handling resources. To address this, targeted improvement activity has been undertaken, including additional temporary resource to support backlog reduction, enhanced monitoring of complaint performance and the introduction of both a Corporate Complaints |

| Code section | Action | Do we follow the Code:<br><br>Yes/No | Explanations and Commentary |
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| | | | Improvement Plan and a Housing Complaints Improvement Sub-Plan.<br><br>The Council is also exploring opportunities to improve efficiency and consistency through enhanced use of technology, reporting tools and responsible AI-enabled solutions to support complaint administration, information management and organisational learning, while maintaining appropriate professional oversight and decision-making |

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| **5: The complaint handling process** | We have a single policy for dealing with complaints covered by the Code and individuals are given the option of raising a complaint where they express dissatisfaction that meets the definition of the complaint in our policy. | Yes | The Council operates a single corporate Feedback Policy that sets out how complaints are managed and investigated. The policy adopts the Ombudsman's definition of a complaint and makes clear that a resident does not need to use the word "complaint" for an expression of dissatisfaction to be recognised as such. Residents who express dissatisfaction are given the opportunity to have their concerns considered through the formal complaints process.<br><br>The Council operates a two-stage complaints procedure for complaints covered by the Code. Complaints are acknowledged, defined and recorded, with residents provided with a clear explanation of the Council's understanding of the complaint, the outcomes sought and any areas requiring clarification.<br><br>Residents are not required to justify requests to escalate a complaint to Stage 2. Complaints progressing to Stage 2 are reviewed by an officer who was not involved in the original Stage 1 investigation, helping to ensure an appropriate level of independence and impartiality.<br><br>The Council's policy makes clear that complaint responses should be issued when the Council's position is known, even where outstanding actions remain. Where actions are agreed as part of a complaint resolution, these are monitored and tracked through to completion. The introduction of Infreemation has further strengthened the |

| Code section | Action | Do we follow the Code:<br><br>Yes/No | Explanations and Commentary |
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| | | | Council's ability to monitor actions arising from complaints and ensure learning and service improvements are implemented.<br><br>The Council recognises the importance of resolving concerns as early as possible and uses complaint insight, governance arrangements and organisational learning to help improve services and reduce recurring issues. |

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| **6: Complaints stages (Stage 1)** | We process stage 1 complaints in line with timescales and processes set out in the Code. | Yes | The Council operates a single corporate Feedback Policy that sets out how complaints are managed and investigated. The policy adopts the Ombudsman's definition of a complaint and makes clear that a resident does not need to use the word "complaint" for an expression of dissatisfaction to be recognised as such. Residents who express dissatisfaction are given the opportunity to have their concerns considered through the formal complaints process.<br><br>The Council operates a two-stage complaints procedure for complaints covered by the Code. Complaints are acknowledged, defined and recorded, with residents provided with a clear explanation of the Council's understanding of the complaint, the outcomes sought and any areas requiring clarification.<br><br>Residents are not required to justify requests to escalate a complaint to Stage 2. Complaints progressing to Stage 2 are reviewed by an officer who was not involved in the original Stage 1 investigation, helping to ensure an appropriate level of independence and impartiality.<br><br>The Council's policy makes clear that complaint responses should be issued when the Council's position is known, even where outstanding actions remain. Where actions are agreed as part of a complaint resolution, these are monitored and tracked through to completion. The introduction of Infreemation has further strengthened the |

| Code section | Action | Do we follow the Code:<br><br>Yes/No | Explanations and Commentary |
|---|---|---|---|
| | | | Council's ability to monitor actions arising from complaints and ensure learning and service improvements are implemented.<br><br>The Council recognises the importance of resolving concerns as early as possible and uses complaint insight, governance arrangements and organisational learning to help improve services and reduce recurring issues. |

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| **6: Complaints stages (Stage 2)** | We process stage 2 complaints in line with timescales and processes set out in the Code. | Yes | The Council operates a clearly defined Stage 2 review process within its Feedback Policy. Where a resident remains dissatisfied following receipt of a Stage 1 response, they may request escalation to Stage 2. Residents are not required to justify their request for escalation, although the Council will make reasonable efforts to understand the reasons for ongoing dissatisfaction and the outcomes being sought.<br><br>Stage 2 complaints are reviewed by an officer who was not involved in the original Stage 1 investigation, helping to ensure independence, objectivity and a fresh review of the issues raised. Complaints are acknowledged, defined and logged within five working days of receipt of the escalation request, and residents are provided with confirmation of the Council's understanding of the complaint and the issues under review.<br><br>The Council's policy provides for a full written Stage 2 response to be issued within 20 working days of acknowledgement. Where additional time is required, the Council will explain the reason for the delay, provide updates to the complainant and signpost them to the relevant Ombudsman in accordance with the policy.<br><br>The Council recognises that Stage 2 complaint handling performance during 2025/26 was not consistently at the standard expected across all service areas and that timeliness remains a key area for improvement. To address this, enhanced |

| Code section | Action | Do we follow the Code: Yes/No | Explanations and Commentary |
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| | | | monitoring, strengthened governance arrangements, performance reporting, backlog reduction activity and the introduction of the Complaints Improvement Plan 2026-2028 have been implemented to improve responsiveness and the quality of complaint handling.<br><br>Learning from Stage 2 complaints forms an important element of the Council's approach to organisational learning. Escalation trends, Ombudsman findings and learning themes are monitored through governance arrangements and are used to inform service improvement activity across the Council. |

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| **7: Putting things right** | When something has gone wrong we take action to put things right. | Yes | The Council is committed to putting things right when complaints identify service failures or where residents have not received the standard of service they should reasonably expect. Complaint investigations focus not only on establishing what happened, but also on identifying appropriate remedies, learning and service improvements.<br><br>Where complaints are upheld or partially upheld, the Council seeks to provide appropriate remedies based on the circumstances of the case. These may include apologies, explanations, corrective action, service improvements, reconsideration of decisions, practical resolutions or financial redress where appropriate. Complaint responses clearly explain the outcome of the investigation and any actions that will be taken to address identified issues.<br><br>The Council's Feedback Policy makes clear that complaint responses should be issued when the Council's position is known, even where agreed actions remain outstanding. Actions arising from complaints are subsequently monitored and tracked to completion. The introduction of Infreemation has strengthened the Council's ability to record, assign and monitor actions arising from complaints, providing greater oversight of service improvements and organisational learning.<br><br>Learning from complaints forms a key part of the Council's approach to service improvement. During 2025/26, complaint investigations identified |

| Code section | Action | Do we follow the Code: Yes/No | Explanations and Commentary |
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| | | | learning relating to communication, service coordination, repairs processes, complaint handling and compliance with complaint procedures. These learning themes have informed service improvement activity, the Corporate Complaints Improvement Plan and the Housing Complaints Improvement Sub-Plan.<br><br>The Council also monitors compliance with Ombudsman recommendations and agreed remedies. During 2025/26, the Council achieved 100% compliance with Local Government and Social Care Ombudsman recommendations and continued to strengthen oversight of Ombudsman orders, recommendations and learning actions through enhanced governance arrangements. |

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| **8: Performance reporting and self-assessment** | We produce an annual complaints performance and service improvement report for scrutiny and challenge which includes a self-assessment against the Code. | Yes | The Council is committed to putting things right when complaints identify service failures or where residents have not received the standard of service they should reasonably expect. Complaint investigations focus not only on establishing what happened, but also on identifying appropriate remedies, learning and service improvements.<br><br>Where complaints are upheld or partially upheld, the Council seeks to provide appropriate remedies based on the circumstances of the case. These may include apologies, explanations, corrective action, service improvements, reconsideration of decisions, practical resolutions or financial redress where appropriate. Complaint responses clearly explain the outcome of the investigation and any actions that will be taken to address identified issues.<br><br>The Council's Feedback Policy makes clear that complaint responses should be issued when the Council's position is known, even where agreed actions remain outstanding. Actions arising from complaints are subsequently monitored and tracked to completion. The introduction of Infreemation has strengthened the Council's ability to record, assign and monitor actions arising from complaints, providing greater oversight of service improvements and organisational learning.<br><br>Learning from complaints forms a key part of the Council's approach to service improvement. During 2025/26, complaint investigations identified |

| Code section | Action | Do we follow the Code: Yes/No | Explanations and Commentary |
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| | | | learning relating to communication, service coordination, repairs processes, complaint handling and compliance with complaint procedures. These learning themes have informed service improvement activity, the Corporate Complaints Improvement Plan and the Housing Complaints Improvement Sub-Plan.<br><br>The Council also monitors compliance with Ombudsman recommendations and agreed remedies. During 2025/26, the Council achieved 100% compliance with Local Government and Social Care Ombudsman recommendations and continued to strengthen oversight of Ombudsman orders, recommendations and learning actions through enhanced governance arrangements. |

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| **9: Scrutiny & Oversight** | We have appropriate senior leadership and governance oversight of the complaints process and performance. | Yes | The Council has established governance and oversight arrangements to ensure complaint handling performance receives appropriate senior management and political oversight. Complaint performance is monitored through regular reviews by service leadership teams, monthly Housing Services performance meetings, quarterly reporting to the Corporate Leadership Team and annual reporting to Cabinet. These arrangements provide oversight of complaint volumes, performance trends, Ombudsman outcomes, Complaint Handling Failure Orders, learning actions and progress against improvement plans.<br><br>During 2025/26, the Council strengthened its governance arrangements to improve accountability, increase organisational oversight and ensure complaint performance receives sustained focus. Complaint handling performance, Ombudsman findings and organisational learning are now subject to enhanced monitoring and challenge through established governance forums.<br><br>The Council's Annual Feedback and Resolutions Report provides Cabinet with an overview of complaint performance, Ombudsman activity, learning from complaints and service improvement activity. Following consideration by Cabinet, a Governing Body Response is published alongside the Housing Ombudsman Self-Assessment and associated improvement plans, ensuring transparency and accountability. |

| Code section | Action | Do we follow the Code:<br><br>Yes/No | Explanations and Commentary |
|---|---|---|---|
| | | | The Council has also introduced a Complaints Improvement Plan 2026-2028 and a dedicated Housing Complaints Improvement Sub-Plan. Progress against these plans is monitored through governance arrangements and performance reporting, enabling senior leaders to oversee improvement activity and intervene where performance concerns are identified.<br><br>Organisational learning forms a central part of the Council's oversight framework. Learning arising from complaints, complaint escalations and Ombudsman decisions is reviewed, shared and monitored to ensure service improvements are implemented and that complaint insight informs decision-making across the organisation. |

**Report for:** **Cabinet 20th October 2026**

**Item number:** 11

**Title:** Better Bus Partnership TfL Funding

**Report authorised by :** Rob Krzyszowski, Director of Built Environment & Highways

**Lead Officer:** Sam Neal, sam.neal@haringey.gov.uk 07734 236076

**Ward(s) affected:** Bounds Green, Bruce Castle, Harringay, Noel Park, Northumberland Park, Seven Sisters, South Tottenham, Tottenham Central, Tottenham Hale, West Green, White Hart Lane and Woodside.

The programme also includes borough-wide bus operational improvement measures that will benefit public transport users across all Haringey wards.

**Report for Key/ Non Key Decision:** Key Decision

## 1. Describe the issue under consideration

1.1 Haringey Council has secured £10m funding from Transport for London as part of their Better Bus Partnership programme. This report seeks approval to accept the funding and lays out the approach to programme delivery.

## 2. Cabinet Member Introduction

2.1 The climate crisis is here in Haringey and already affecting the lives of our residents. From increasingly frequent heatwaves to flooding, rising living costs and worsening public health pressures, the impacts of climate breakdown are being felt most acutely by those who are least able to absorb them. At the same time, air pollution continues to damage the health of our communities, contributing to widening existing health inequalities across the borough. Every year around 100 residents die from its deadly effects.

2.2 For many residents, particularly those living in the east of the borough, access to a private car is not an option and car ownership is less than 50%. Instead, they rely on buses every day to reach jobs, schools, healthcare, shops and family. Yet these are often the same communities that experience the highest levels of deprivation, the poorest air quality and the greatest transport inequality. If we are serious about tackling climate challenges, improving public health and reducing inequality, we must invest in the forms of transport that people use most and which deliver the greatest social and environmental benefit. Buses support older people, disabled residents, young people and lower-income households who are most dependent on public transport.

2.3 The Better Bus Partnership – one of the most significant investments in Haringey's public transport system in years - presents a significant opportunity to do exactly that. By improving bus reliability and reducing journey times on some of Haringey's busiest corridors, we can encourage a modal shift away from private car use, cut congestion, reduce emissions and improve air quality. This is not simply a transport project; it is a public health intervention, a climate action programme and a practical measure to improve quality of life for residents across the borough.

2.4 As a Green administration, we believe that tackling the climate emergency and tackling inequality must go hand in hand. The Better Bus Partnership embodies that principle. It will help create a cleaner, healthier and more connected borough, while supporting economic growth and improving everyday journeys for tens of thousands of residents.

2.5 Every bus journey made easier, faster and more reliable is a step towards cleaner air, lower carbon emissions and a fairer borough. The Better Bus Partnership is therefore not just an investment in transport infrastructure, but an investment in the health, opportunities and future wellbeing of Haringey residents.

## 3. Recommendations; that Cabinet approves in accordance with CSOs 21.01 and 2.01

a) The acceptance of £10m from Transport for London as part of its Better Bus Partnership programme, subject to the terms and conditions of the funding agreement.

b) The delegation of decision-making, in accordance with the Council's Constitution and Contract Standing Orders, to the Director of Built Environment and Highways, in written consultation with the Lead Cabinet Member for all project changes, approvals and procurement activities required for programme delivery.

c) Note the high-level programme of projects set out in **Tables 1, 2 and 3**, recognising that individual projects will be subject to further feasibility work, design development, stakeholder engagement, statutory processes, funding availability and detailed approval processes as required.

## 4. Reasons for decision

4.1 The £10 million Better Bus Partnership investment represents a significant opportunity to improve Haringey's transport network and public realm, delivering benefits for residents, businesses and visitors across the borough. The programme will support a wide range of users, including bus passengers, pedestrians, cyclists and those accessing town centres, community facilities, employment areas and cultural destinations.

4.2 The benefits of the programme will be particularly significant for groups that are most reliant on bus travel, including young people, older residents, disabled people and

lower-income households. By improving access to employment, education, healthcare, leisure and cultural opportunities, the programme will support inclusive growth and help reduce transport inequalities across the borough.

4.3 The Council has sought to leverage investment into the Tottenham Area for the benefit of businesses and residents through the fact that the UEFA Euros in 2028 will see an influx of visitors to the borough, most of whom will be using public transport and the connecting footways and public realm to the Tottenham Hotspur stadium. The opportunity to provide an enhanced public realm and gateway into the borough and the on-going legacy for the borough's community is a significant opportunity for the borough.

4.4 There is a deadline of the delivery of the funding of financial year 2029/2030, made even more focussed with the Euros in June 2028

4.5 There will be detailed engagement and consultation on the different workstreams as they develop with key stakeholders, internal teams and the wider public. At this stage, the suite of projects represents a high-level summary of what might be possible, but the detail will be developed by design teams and informed by engagement once the projects have been initiated.

4.6 The projects in table three will use the BBP funding to develop designs only, alternative funding sources (such as S106 developer contributions, Community Infrastructure Levy (CIL) funding and Transport for London Local Implementation Plan (LIP) funding) have been identified for the delivery of these schemes. This Enables us to maximise the outcomes from the BBP programme.

## 5. Alternative options considered

5.1 There is the alternative to not accept the funding and not proceed with the programme. This would result in the Council not receiving the £10m investment in our highway assets and all the associated benefits of improved bus journey-times, improved walking and cycling and public realm will not be realised. For this reason, this option was rejected.

## 6. Background information

6.1 In June 2025 Haringey Council submitted a bid to the TfL Better Bus Partnership fund. In November 2025 TfL confirmed that Haringey Council was one of 3 London boroughs to secure the funding.

6.2 The aim of the programme is for TfL to work in partnership with Haringey to transform the bus network by investing in a range of infrastructure and operational interventions that will improve journey times, reliability and customer experience. The programme aims to cut bus journey times by up to 30% - which will make bus travel more attractive, increase overall bus ridership and offer the bus as a preferred alternative to travel by private car.

6.3 Investment proposals include:

- new bus priority measures, such as red routes, addressing vehicular pinch points and installation of bus lanes, to improve journey times
- better management of roadworks to reduce delays to buses
- bus stop improvements to make them more pleasant places where it's safer to wait and easier to change modes of transport
- street improvements to make it easier and safer to walk to bus stops and stations.

6.4 The indicative high-level suite of projects which will be explored and could potentially be designed and delivered through the funding are in table 1 and 2 below. As projects are scoped the budget allowance may need to be revised as greater detail and cost certainty is developed.

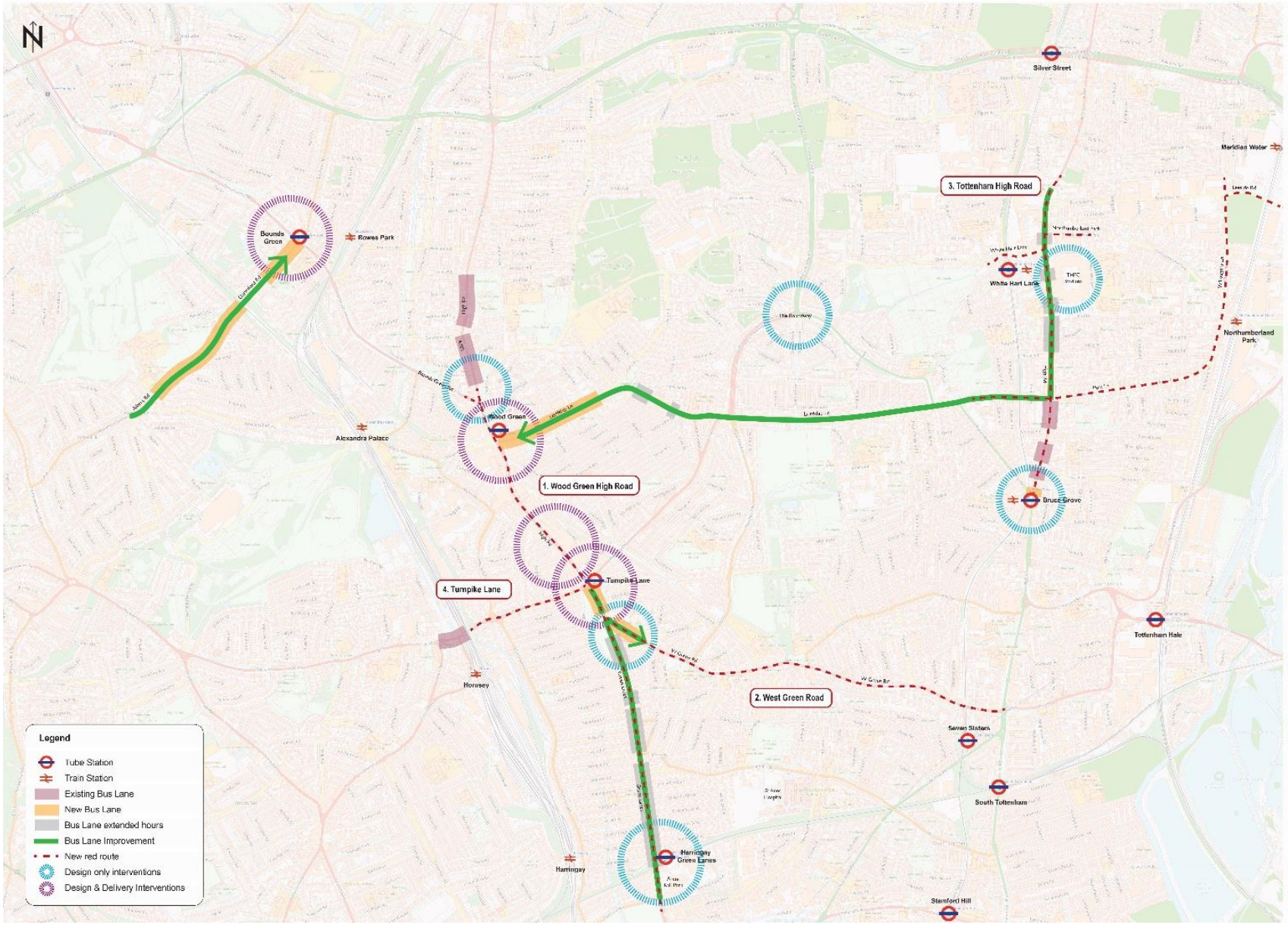



Fig 1 Overview of BBP programme

Table 1 – Public Realm focussed schemes
(NB All professional fees and engagement/ consultation costs are included)

| Project | Total Estimated Cost (£'000) |
|---|---|
| Wood Green Bus Customer Experience | **£550** |
| Lordship Lane Bus Priority (inc. Perth Rd Junction) | **£250** |
| Lordship Lane Bus Customer Experience | **£450** |
| Wood Green Bus Station | **£450** |
| Wood Green Bus Customer Experience (additional scope) | **£550** |
| Green Lanes – Interchanges to Harringay Green Lanes and Harringay Station | **£525** |
| A1010 High Rd Public Realm – Bruce Grove to Enfield Boundary | **£1,000** |
| Junction Lordship Lane N17/High Road A1010 | **£555** |
| Green Lanes – Active travel measures | **£750** |
| Borough Wide Bus Operational Improvements | **£1,530** |
| Bus Behaviour Change | **£330** |
| Route W3 Event Day Traffic Management | **£150** |
| Bus Route W3 Service Management | **£150** |
| Statutory Undertakers | **£700** |
| **SUB-TOTAL** | **£7,940** |

Table 2 - Bus Priority schemes (addressing vehicular pinch-points, restricting parking and loading, freeing up routes for better bus movement)

| Project | Cost (£'000) |
|---|---|
| Wood Green High Rd (A105/Green Lanes) Red Route | **£300** |
| Turnpike Lane Red Route | **£350** |
| West Green Road Red Route | **£350** |
| A1010 Bus Lane and THFC Emergency Red Route | **£300** |
| **SUB TOTAL** | **£1,300** |

6.5 In addition, a further suite of projects will be designed with this funding but delivery of the projects will be subject to further funding through other sources such as Section 106 planning obligations developer contributions (S106s), Community Infrastructure Levy (CIL) funding, Transport for London Local Implementation Plan (LIP) funding etc. These are detailed in table 3.

Table 3 – design only schemes

| DESIGN ONLY Cost (£'000) | |
|---|---|
| Bounds Green Interchange | **£70** |
| Wood Green Lordship Lane / High Rd | **£120** |
| Wood Green Tube Station Interchange | **£210** |
| Wood Green Public Realm | **£70** |
| Junction Turnpike Lane / Westbury Ave / High Rd | **£110** |
| Turnpike Lane Tube / Bus Interchange | **£180** |
| **SUB-TOTAL** | **£760** |

6.6 The programme is due for delivery by March 2030.

6.7 The Better Bus Partnership funding will be provided by Transport for London (TfL) through the Council's existing Local Implementation Plan (LIP) funding arrangements and will be subject to TfL's funding conditions, assurance processes and programme monitoring requirements. The Council will be required to enter into a funding agreement with TfL setting out the terms and conditions of the grant, eligible expenditure, reporting requirements, programme milestones and delivery obligations.

6.8 Funding will be released in accordance with agreed annual allocations and profiling. The Council will be required to submit regular progress reports, programme updates, risk registers and financial monitoring information to TfL to demonstrate that the programme remains on track to achieve its agreed outcomes and performance targets. TfL will monitor delivery throughout the life of the programme through regular programme management meetings, quarterly Tactical Delivery Meetings and six-monthly Strategic Working Group meetings with participating boroughs.

6.9 As part of the funding arrangements, the Council will be required to maintain robust financial management arrangements and ensure that expenditure is incurred in accordance with the approved programme scope and budget. Appropriate records of expenditure, procurement activity and programme performance will be maintained to satisfy TfL audit and assurance requirements. Any material changes to scope, budget, programme milestones or expected outcomes will require agreement with TfL in accordance with the terms of the funding agreement.

6.7 Grant payments will be subject to TfL's standard requirements relating to value for money, delivery performance and compliance with applicable legislation and guidance. Where projects are not delivered, are significantly delayed, or funding is not spent in accordance with agreed purposes, TfL may withhold future grant payments, require reallocation of funding to alternative projects, or seek repayment of grant funding (clawback) in accordance with the terms of the funding agreement.

6.8 The Council will be responsible for ensuring that all programme expenditure complies with its Contract Standing Orders, Financial Regulations, Procurement Rules and relevant legislative requirements. All procurements undertaken as part of the programme will be subject to the Council's governance and approval processes.

6.9 The Haringey Deal will be integral to the development of the designs for these projects. Engagement will be incorporated into the design development of each project from the feasibility stage to ensure the community and key stakeholders (including bus users, local residents, businesses, and internal and external interested parties). can help inform and shape the designs.

## 7. Contribution to the Corporate Delivery Plan 2024–2026 Strategic Outcomes

7.1 The Better Bus Partnership programme directly supports the Council's Corporate Delivery Plan 2024–2026 and contributes to the ambition of building a fairer, greener Haringey. In particular, the programme contributes to the following themes:

7.2 Resident Experience and Enabling Success
The programme will be developed in accordance with the principles of the Haringey Deal, ensuring that residents, businesses, bus users and community stakeholders are actively involved in shaping proposals through engagement and consultation. This collaborative approach will support transparent decision-making and help ensure that investment responds to local priorities.

7.3 Responding to the Climate Emergency
The programme seeks to improve bus journey times, reliability and customer experience, encouraging greater use of public transport and reducing reliance on private vehicles. Improvements to walking routes, public transport interchanges and active travel connections will support more sustainable travel choices, contributing to the Council's climate objectives and wider efforts to reduce transport-related carbon emissions.

7.4 Place and Economy
Investment in public realm, transport infrastructure and bus priority measures will improve the attractiveness, accessibility and vitality of Haringey's town centres, high streets and strategic transport corridors. The programme will support economic growth, improve connectivity to employment opportunities and cultural destinations, and help create welcoming and accessible public spaces for residents, visitors and businesses.

7.5 A Culturally Rich Borough
There will also be opportunities to integrate cultural and placemaking interventions within public realm schemes, helping to create distinctive, attractive and vibrant places.

7.6 Safer Haringey

Public realm improvements, enhanced pedestrian environments, better lighting, improved accessibility and increased footfall along key corridors have the potential to improve perceptions of safety and support the creation of safer and more inclusive public spaces.

7.7 In addition, the programme will benefit groups that are particularly reliant on bus travel, including older people, young people, disabled residents and lower-income households. By improving the accessibility, reliability and affordability of sustainable transport, the programme will support inclusive growth and help ensure that the benefits of investment are shared across Haringey's communities.

## 8. Carbon and Climate Change

8.1 The Better Bus Partnership programme is expected to make a positive contribution to the Council's Climate Change Action Plan (2021) by encouraging a shift from private car use to more sustainable modes of transport, particularly bus travel, walking and cycling. Measures that improve bus journey times, reliability, accessibility and the experience of waiting for and accessing public transport can increase public transport patronage and reduce dependence on private vehicles. This has the potential to reduce transport-related carbon emissions and improve local air quality over the longer term.

8.2 The programme also supports more efficient use of transport infrastructure by reducing congestion and delays on the highway network. Improved traffic management arrangements, bus priority measures and better coordination of roadworks may contribute to reduced vehicle idling and lower fuel consumption across parts of the network. While the programme is not expected to generate direct energy savings for Council operations, it supports wider borough-wide reductions in transport energy use through more efficient and sustainable travel patterns.

8.3 Climate change adaptation has also been considered in the development of the programme. Detailed scheme design will take account of the risks associated with a changing climate, including increased temperatures, surface water flooding and more frequent severe weather events. Opportunities will be explored, where appropriate, to enhance urban greening, increase shade, improve drainage and incorporate sustainable and resilient design measures within public realm improvements. This will help ensure that transport infrastructure remains accessible, safe and functional as climate conditions change.

8.4 The anticipated carbon reduction and climate resilience benefits will vary across individual projects and will be developed further through the detailed design process. These comments are advisory in nature and are provided to assist decision-makers in understanding the potential climate implications of the proposals. They do not form statutory officer comments and are not, in themselves, determinative of the decision being made.

8.5 This programme is considered to have a generally positive impact on the Council's climate objectives through its support for sustainable transport, reduced emissions and the delivery of more climate-resilient public spaces and transport infrastructure.

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

### 9.1 Finance

9.1.1 This report seeks approval for the recommendations in section three above. The acceptance of this funding will ensure that LB Haringey can commit to creating cleaner, healthier and more accessible neighbourhoods across the borough.

9.1.2 Of the £10m total award to LB Haringey, the 2026/27 allocation amounts to £0.45m which forms part of the total c. 2.7m TfL LIP programme award. This funding will be incorporated within the current Council Capital Programme under capital scheme 309 – TfL Local Implementation Plan (LIP) budget and capital internal order number: 10008040.

9.1.3 In anticipation of the acceptance of this funding, scheme 309 capital budget will be amended to incorporate this additional funding during the quarter two capital budget monitoring round. It is also important to ensure that adequate planning and resources are put in place to enable LB Haringey to maximise this funding within the approved timeline of 31/03 2030.

### 9.2 Procurement

9.2.1 Strategic Procurement has been consulted on the preparation of this report. The request is for approval for the receipt of funding from Transport for London to improve the borough's transport network, public realm and contribute to air quality improvement as more effective public transport provision is available.

9.2.2 As required by Contract Standing Order 21.01 grants received from external bodies must be approved by Cabinet where the value is 500k or more, in line with CSO 2.01.

9.2.3 Strategic procurement will support commissioning and lead on any relevant procurement activity as it arises and sees no procurement-related reason why the recommendations at paragraph 3 of this report should not be approved.

### 9.3 Director of Legal & Governance

9.3.1 Cabinet is asked to approve the acceptance of £10m from Transport for London as part of its Better Bus Partnership Programme, subject to the terms and conditions of the funding agreement, and to delegate decision-making to the Director of Built Environment and Highways, in consultation with the relevant Lead Cabinet Member as appropriate, in respect of project changes and procurement required for programme delivery.

9.3.2 Cabinet is authorised to make this key decision under Part 3, Section C of the Council's Constitution.

9.3.3 The legal requirements of London boroughs in respect of Local Implementation Plans are set out in the Greater London Authority Act 1999. Section 144 requires London borough councils, in exercising their functions, to have regard to the Mayor's Transport Strategy. The proposed funding from Transport for London will be used to improve the borough's bus network in accordance with that duty.

9.3.4 Specific proposals for the delivery of individual schemes funded through the Better Bus Partnership Programme will be brought forward for approval in accordance with the Council's Constitution and decision-making requirements.

**9.4 Equality**

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

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

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

9.4.3 This decision relates to around 24 projects which will be delivered over multiple years and for which the equalities impacts are not yet known, EqIA screenings, and if required full EqIAs, will be conducted for each project as they develop.

## 10. Use of Appendices

None

## 11. Background papers

None

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**Report for** Cabinet

**Title:** The award of Enforcement Agency contracts for the Parking Service

**Item number:** 12

**Report authorised by:** Barry Francis, Corporate Director of Environment and Resident Experience
barry.francis@haringey.gov.uk

**Lead Officer:** Tim Gunn, Compliance Manager (Parking Services)
tim.gunn@haringey.gov.uk

Abdul Sahed, Head of Parking
abdul1.sahed@haringey.gov.uk

**Ward(s) affected:** **All**

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

## 1. Describe the issue under consideration

1.1. This report seeks the approval of Cabinet to award contracts for the provision of Enforcement Agency Services to 6 providers for a period of 2 years without an option to extend.

1.2. Upon contract award four providers will actively deliver Enforcement Agency services in respect of Parking & Traffic debt, and two providers will act as reserves. Initial and subsequent allocation of work, and any movement between active and reserve status will be managed in accordance with the Enforcement Agency Specification & Code of Practice (appendix 1). This replaces the Council's current reliance on a single Enforcement Agency with a more resilient, performance-led model. Providers may be swapped from active to reserve and vice versa depending on performance against the key performance indicators set out in the Enforcement Agency Specification & Code of Practice (appendix 1), enabling the Council to respond to underperformance and maintain service continuity.

1.3. This report gives detail of the services provided and seeks approval from the Cabinet for the implementation of Contract Standing Order 9.07.1 d, which provides that all contracts valued at £500,000 (five hundred thousand pounds) or more at the time of award may only be awarded, assigned, or novated by the Cabinet.

## 2. Cabinet Member

2.1. We want to create a fairer, more equitable borough, protecting vulnerable residents and ensuring that any interaction between the council and our communities is guided by compassion and support. That commitment does not stop when a debt is owed.

2.2. This decision increases the number of parking enforcement providers from one to a panel of four, with two in reserve, bringing us in line with most other London boroughs.

2.3. Alongside this, we are introducing four new requirements for these providers: 1. metrics to address foreign vehicle debt, 2. metrics to help address vehicles that have no keeper registered with the DVLA, 3. a robust strategy to deal with persistent evaders, and 4. improved analytics and earlier intervention around vulnerability and hardship and increased social value.

2.4. This will enable us to curb the flagrant misuse of our roads, often by people who do not live in Haringey, while delivering increased support and protections for vulnerable people and wider community benefits.

2.5. Providers are now required to provide over £500,000 in community benefit and investment, around £70,000 in skills and training and over £20,000 in environmental commitments, alongside local employment, apprenticeships and work-experience opportunities.

2.6. And all of this will align with the council's Ethical Debt Reduction Policy, with vulnerability assessments embedded throughout the enforcement process and specialist welfare support available where concerns are identified.

2.7. I support these recommendations.

## 3. Recommendations

3.1. It is recommended that Cabinet pursuant to Contract Standing Order 7.02 (use of compliant Framework) and 2.01(c), approve the award of contract for provision of Enforcement Agency Services to six suppliers set out in the exempt appendix (Part B) (active and reserve) for a period of 2 years from 16 November 2026 to 15 November 2028 without an option to extend. The estimated aggregate contract value is £4 million over the two-year term, representing statutory enforcement fees anticipated to be recovered directly by the appointed providers from debtors, rather than expenditure payable by the Council.

3.2. Four bidders to become active from contract award and the remaining two bidders to be deemed reserves from contract award. Active suppliers may be moved to the reserve list and vice versa in accordance with the Enforcement Agency Specification & Code of Practice (appendix 1).

3.3. The number of PCNs registered at the Traffic Enforcement Centre (TEC) over the term of the contract are estimated to be 120,000. The cost of registering will be £11.00 per PCN, making a total of £1.32m. However, whilst some PCNs remain

unpaid, the overall costs are recovered by income raised from this contract (see 6.10) from the overall number of PCNs that are paid.

## 4. Reasons for decision

4.1. This report follows the successful completion of a further competition in accordance with the rules of the Yorkshire Purchasing Organisation (YPO) procurement Framework No.1200 Enforcement Agency Services. The framework is already in use for other debt types within Haringey and other Councils, including Council Tax, Business Rates and Business Improvement District (BID) Levy.

4.2. The Council has statutory duties in relation to the effective management of parking and moving traffic. Enforcement is necessary to improve compliance and effectively manage a limited amount of kerb space. The use of enforcement agents is always the last resort. The new multi-provider model is intended to strengthen service resilience, improve recovery performance through competition, provide clearer performance management and maintain safeguards for vulnerable residents and those in financial hardship.

4.3. Enforcement Agencies recover their statutory enforcement fees from debtors in accordance with legislation and do not charge the Council for the core enforcement activity. The Council does, however, incur the Traffic Enforcement Centre (TEC) registration fee for cases progressed to debt registration, currently £11 per PCN. Where recovery is successful, the registration fee forms part of the balance owed. The service model also includes pre-TEC activity intended to identify cases where escalation may be inappropriate or unlikely to result in recovery, helping to avoid unnecessary registration costs. The fees the Enforcement Agencies can charge in the recovery of the debt are determined by legislation (see 6.9).

4.4. The award will move the Council from reliance on a single Enforcement Agency to a competitive model comprising four active and two reserve providers. This will provide greater operational resilience and allow the Council to adjust allocations and active/reserve status in response to performance in accordance with the Enforcement Agency Specification & Code of Practice. This includes inbuilt checks to identify cases involving hardship and vulnerability that may require earlier intervention before the formal debt recovery process commences. The review of cases earlier on ensures the Council is not unnecessarily incurring a statutory court fee and ensuring value for money.

## 5. Alternative Options Considered

5.1. **Do nothing:** Continuing with the current single Enforcement Agency arrangement would retain dependency on one provider, reduce the Council's ability to use competition to drive recovery performance and provide less resilience where performance or service issues arise. It would also prevent implementation of the enhanced performance, vulnerability and service safeguards contained within the new Enforcement Agency Specification & Code of Practice.

5.2. **Cease using Enforcement Agencies:** Ceasing to use Enforcement Agents altogether would significantly impact the collection of legitimate debt and overall income; parking income is ring-fenced, and Section 55 of the Road Traffic Regulation Act 1984 outlines how any parking surplus may be allocated. In summary, a parking surplus can be spent on the provision of off-street parking, funding public transport services (e.g. concessionary travel) and covering the authority's costs for maintaining publicly funded roads. This option would materially weaken the Council's ability to recover unpaid debt after the statutory notice and appeal processes have been exhausted.

5.3. **Insource the service:** Unlike Civil Enforcement Services that utilise Civil Enforcement Officers (CEOs) often employed directly by Councils (as in Haringey) or through contractors, parking debt enforcement is typically outsourced to certificated enforcement firms. Most, if not all, London authorities outsource warrant enforcement to specialist enforcement companies such as those listed above and for good reasons; operating an inhouse enforcement service would require the Council to develop a specialism that it does not currently have, and would require significant upfront investment into infrastructure, recruitment and training. The Council considers that outsourcing through the compliant framework provides a more proportionate and resilient approach.

## 6. Background Information

### Enforcement of Road Traffic Debts

6.1. The Council can lawfully refer parking debts to an external enforcement company by way of and under the authority of the Traffic Management Act 2004, the Enforcement of Road Traffic Debts Order 1993, and CPR Part 75, with enforcement carried out under the Tribunals, Courts and Enforcement Act 2007 (once the warrant is issued, enforcement agents act under the enforcement powers and procedures contained in Schedule 12).

6.2. The progression and recovery of unpaid PCNs is strictly governed by a statutory process. Once the relevant statutory stages have been completed, the Council may obtain a Warrant of Control and refer the debt to an Enforcement Agency for recovery.

### Civil Procedure Rules Part 75 (Traffic Enforcement)

6.3. CPR Part 75 governs, the registration of the debt at TEC, Orders for Recovery, Issue of a local authority Warrant of Control and the transfer to enforcement agents.

6.4. In 2024/25 the Council issued 404,891 parking and traffic PCNs generating circa £20m in income, of which circa £2m was collected by the existing sole Enforcement Agency, CDER Group.

6.5. The use of Enforcement Agencies is considered an essential part of any parking debt recovery process. Debtors are notified of unpaid amounts on several

occasions before being referred to enforcement agents. The statutory process includes a representations and formal appeals stage (appeals are considered independently of the Council). In the event of an unsuccessful appeal or in the absence of any appeal at all, the debt must always firstly be registered with the Traffic Enforcement Centre (TEC). Cases may not be sent to enforcement agents for collection unless these actions have been taken. There is a TEC registration fee of £11.00 for each PCN the Council wishes to register. The quantity of PCNs registered as warrants (and associated debt values) from 2022/23 to 2025/26 was as follows:

Table 1 (number of warrants sent to the incumbent provider since 2022):

| Year | Number of warrants referred | Debt Value |
|---|---|---|
| 2022/23 | 45,209 | £8.9m |
| 2023/24 | 87,754 | £17.6m |
| 2024/25 | 50,691 | £10.2M |
| 2025/26 | 68,376 | £14.5m |

6.6. Enforcement Agents may find it more challenging where individuals are heavily in debt and have multiple warrants outstanding. Therefore, existing recovery is in a broad range of 18% -25% by number of warrants paid. Through the steps and measures outlined a key objective is to improve recovery to 25% and over, whilst maintaining suitable safeguards and help to those who need it. The collection rate(s) may seem low, but a recovery of 25% would be high given the significant challenges in collecting this type of debt. In the lead up to making improvements around recovery and in order to implement other service improvements, post contract award the Council will commence a detailed mobilisation period to complete system integration, testing, operational readiness and the phased onboarding of additional providers.

**Fees and charges**

6.7. External Enforcement Agents collect fees from debtors and there is no cost to the Council. However, there is a TEC registration fee of £11.00 per PCN which is paid for by the Council. The registration fee is added to the PCN debt and recovered as part of the balance owed, if the warrant is successfully executed.

6.8. The Enforcement Agency Specification & Code of Practice includes a pre-TEC assessment stage designed to improve the quality of cases progressed to debt registration. Providers will undertake prescribed checks to support decisions on recoverability before the Council incurs the TEC registration fee. This is intended to reduce unnecessary escalation, improve customer outcomes and support value for money.

6.9. The process by which debts are collected by Enforcement agents is split into three parts and is governed by legislation, namely The Taking Control of Goods Regulations 2013, The Taking Control of Goods (Fees) Regulations 2014, The Taking Control of Goods (Miscellaneous Amendments) Regulations 2026 and The Certification of Enforcement Agents Regulations 2014 (including any

amendments). The table below shows the stages of the process and the statutory fees which are governed by legislation and cannot be amended.

Table 2 (statutory fees all providers must adhere to):

| Stage of process | Action | Fixed Fee | % fee (over £1900.00 only) |
|---|---|---|---|
| Compliance | Debtor contacted by phone, letter, email, text | £79.00 | 0% |
| Enforcement | Visit to home of business, taking control of goods. | £247.00 | 7.5% |
| Sale | Removing and sale of goods | £116.00 | 7.5% |

6.10. The table below lists the income raised from warrants issued by the Council to CDER, together with the statutory fees collected by them between 2022 to 2026 and total TEC registration costs for the year(s) in question.

Table 3 (TEC registration costs, warrant income and statutory fees charged collected (retained by CDER) since 2022). Registration fees include PCNs that were registered and paid pre-warrant.

| Year | Number of warrants issued | Total TEC registration costs* | Income raised from warrants and received by Council | CDER Statutory Fees collected (retained by provider) |
|---|---|---|---|---|
| 2022/23 | 45,209 | £648,891 | £1.4m | £1.4m |
| 2023/24 | 87,754 | £760,194 | £1.8m | £2.1m |
| 2024/25 | 50,691 | £527,696 | £1.9m | £2.1m |
| 2025/26 | 68,376 | £680,890 | £2.4m | £2.3m |

*Note: TEC registration costs reflect the applicable statutory fee in each financial year (£9 in 2022/23–2023/24 and £10 in 2024/25–2025/26). The current TEC registration fee is £11 per PCN.

6.11. The estimated contract value over the two-year term is approximately £4 million, representing the statutory enforcement fees (see table 2 fixed statutory fees all providers) anticipated to be collected by the appointed Enforcement Agents. These fees are recovered directly from debtors in accordance with the statutory fee framework. The Council does not pay the Enforcement Agents for their core enforcement services, apart from the separate costs of £11 per PCN associated with registering debts at the Traffic Enforcement Centre (TEC).

6.12. Procurement Process

6.12.1 A further competition was conducted amongst all suppliers appointed to the YPO Framework 1200 Enforcement Agency Services Framework. Twenty-six framework suppliers were invited to participate, and nine compliant tenders were received by the closing date.

6.12.2 The submitted responses were evaluated independently by three appointed evaluators against the published evaluation criteria and methodology. Following the initial evaluation, a moderation exercise was undertaken to review and agree the evaluator's scores and ensure a consistent and robust approach to the evaluation process. The final moderated scores were used to establish the overall ranking of the providers (see Table 4 below).

6.12.3 The procurement methodology originally provided for three providers to be appointed as active providers, with a further three providers identified as reserve providers. The remaining providers would be unsuccessful.

6.12.4 Following completion of the evaluation and moderation process, six providers were identified for consideration for appointment. However, a tie occurred between the providers ranked third and fourth. The published procurement methodology did not include a specific tie-break mechanism to determine which provider should occupy the third active position. As a result, the evaluation outcome did not produce a clear top three providers in accordance with the originally proposed allocation of three active providers and three reserve providers. The council therefore considered the need to apply a fair, transparent and non-discretionary approach to address the tie, whilst maintaining the integrity of the published evaluation methodology and ensuring that no provider was unfairly advantaged or disadvantaged.

6.12.5 The council proposed an alternative arrangement whereby four providers would be designated as active providers and two providers would be designated as reserve providers. This approach would allow the Council to address the tie without retrospectively introducing an unpublished tie-break criterion that could materially affect the outcome of the competition.

6.12.6 Procurement sought legal advice on the proposed approach. Legal advised that there was a reasonable basis for the Council to proceed with the proposed arrangement of four active providers and two reserve providers. The proposed arrangement and the rationale for addressing the tie are set out in this report for approval.

6.12.7 The final moderated scores are set out in the exempt Part B report along with names of the successful bidders (both active and reserve) and are summarised in Table 4 below. The procurement evaluation comprised Method Statement and Social Value and was weighted 100%. The overall scores below are the weighted scores derived from the six published questions; no separate price score was applied.

Table 4 Final moderated scores

| Bidder | Q1 Maximising Collection | Q2 Vulnerability | Q3 Innovation | Q4 Resources | Q5 Additional Services | Q6 Social Value | Overall |
|---|---|---|---|---|---|---|---|
| Weighting | 20% | 20% | 20% | 10% | 20% | 10% | 100% |
| Maximum Score | 5 | 5 | 5 | 5 | 5 | 5 | |
| Bidder 1 | 20% | 20% | 16% | 10% | 20% | 8% | 94% |
| Bidder 2 | 20% | 16% | 20% | 8% | 20% | 10% | 94% |
| Bidder 3 | 20% | 20% | 16% | 8% | 20% | 8% | 92% |
| Bidder 4 | 16% | 16% | 16% | 8% | 16% | 8% | 80% |
| Bidder 5 | 20% | 20% | 12% | 8% | 16% | 0% | 76% |
| Bidder 6 | 16% | 16% | 16% | 4% | 8% | 8% | 68% |
| Bidder 7 | 16% | 20% | 16% | 10% | 20% | 10% | 92% |
| Bidder 8 | 16% | 16% | 12% | 8% | 16% | 6% | 74% |
| Bidder 9 | 16% | 16% | 12% | 6% | 16% | 8% | 74% |

6.13. Contract Management Arrangements

6.13.1 Upon contract award the number of providers will increase to six, comprising four active and two reserve. This structure is intended to provide resilience and create a competitive, performance-led environment. Initial and subsequent allocation of work, and any movement between active and reserve status will be managed in accordance with the Enforcement Agency Specification & Code of Practice (appendix 1).

6.13.2 Provider performance will be monitored against the contractual KPIs and wider performance requirements set out in the Enforcement Agency Specification & Code of Practice, including complaints and service quality. Allocation may be adjusted in accordance with those provisions to incentivise successful recovery, maintain service standards and minimise upheld complaints. Where performance concerns arise, the Council may require rectification action and, where the contractual thresholds are met, change a provider's active or reserve status.

6.13.3 Warrants expire after 12 months but may be returned at the request of the Council at any point during this period by way of agreed return reason codes. This may result in the Council deciding to stop enforcement of the warrant altogether or to reallocate the warrant to another one of the active providers in line with the Enforcement Agency Specification & Code of Practice.

6.13.4 The contracts will be subject to regular performance monitoring in accordance with the Enforcement Agency Specification & Code of Practice. This will include

review of KPIs, recovery performance, complaints, service quality and compliance (see table 5 below). Where performance falls below the required standard, the Council may require a rectification plan and apply the performance remedies provided for in the contract, including changes to allocation and active/reserve status where appropriate.

**Key risks and mitigations**

6.14. Principal risks include provider underperformance, inappropriate enforcement against vulnerable residents, complaints and reputational impacts, mobilisation or systems/data integration issues, information security and recovery performance below expectations. These risks will be mitigated through the multi-provider structure, contractual KPIs and remedies, vulnerability and complaints requirements, audit trails and ongoing contract management.

Table 5 (Enforcement Agent Key Performance Indicators (KPIs)):

| KPI | Measure |
|---|---|
| KPI 1 | % recovery by number of fully paid Recovery Orders vs total number of Recovery Orders issued to date across all batches. |
| KPI 2 | % recovery by number of fully paid and partially paid Recovery Orders where an instalment plan is active across all batches. |
| KPI 3 | % of warrant alerts attended within 1 hour, with and without a positive outcome (payment, clamping and/or removal). |
| KPI 4 | % of statutory Notices of Enforcement (NOE) issued by day 2. |
| KPI 5 | % of reminders issued by day 7. |
| KPI 6 | % of enforcement visits carried out between days 14–21 following receipt of the Recovery Order and % compliance with the Service Provider's own enforcement plan submitted as part of the tender. |
| KPI 7 | % of planned visits aborted due to the absence of video and/or recording devices. |
| KPI 8 | % of requested responses provided to the Contracting Authority within 48 hours. |
| KPI 9 | % ANPR deployed hours vs agreed deployment plan. |

**Consultation:**

## 7. Statutory Officers' comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

**Finance:**

7.1. This report seeks Cabinet approval to award contracts for the provision of Enforcement Agency Services to the successful bidders for a period of two years. The contracts will not include any extension options.

7.2. The new contract model moves the Council away from reliance on a single provider and introduces a competitive multi-provider arrangement. This approach will provide greater operational resilience, stronger performance management, and the flexibility to adjust work allocation in response to provider performance.

7.3. External Enforcement Agents recover their fees directly from debtors and therefore do not generate a cost to the Council. However, when Penalty Charge Notices (PCNs) are progressed to debt registration, the Council is required to pay a Traffic Enforcement Centre (TEC) registration fee of £11.00 per PCN. In order to minimise the number of these TEC fees that are ultimately non-recoverable, the new recommended contract requires providers to undertake prescribed checks to support decisions on recoverability before the Council incurs the TEC registration fee. This is intended to reduce unnecessary escalation, improve customer outcomes and support value for money. This fee is added to the outstanding debt and is recoverable from the debtor where the warrant is successfully executed.

7.4. The estimated contract value of £4m represents statutory enforcement fees recoverable by the Enforcement Agent directly from debtors and therefore does not constitute expenditure by the Council. The Council's financial liability is limited to the costs associated with registering debts at the Traffic Enforcement Centre (TEC). As such, there is no significant revenue budget implication arising from the appointment of the Enforcement Agent beyond the TEC registration costs.

7.5. There are no significant additional revenue budget implications arising from the award of the contracts beyond the ongoing TEC registration costs, which will continue to be managed within existing service budgets. The Council's financial exposure is therefore limited and proportionate to the statutory debt recovery process.

## 8. Procurement

8.1. The proposed arrangement is a concession-like service model whereby the successful providers recover their statutory enforcement fees directly from debtors in accordance with the relevant legislation. The Council's principal financial exposure relates to Traffic Enforcement Centre (TEC) registration fees and associated contract management activities.

8.2. The procurement was undertaken through a further competition under the Yorkshire Purchasing Organisation (YPO) Framework 1200 Enforcement Agency Services, a framework established in accordance with the Public Contracts Regulations 2015. The use of this framework provided an efficient, compliant and proportionate route to market, enabling the Council to access a pre-qualified pool of suitably experienced and accredited enforcement providers.

8.3. Following completion of the evaluation process, six providers were identified as capable of delivering the Council's requirements. The procurement strategy proposes the appointment of four active providers and two reserve providers. This approach will increase operational resilience, reduce dependency on a single supplier and create a competitive delivery environment in which performance can be continuously monitored and managed.

8.4. The active and reserve structure provides the Council with flexibility to respond to performance issues, service failures or changes in operational demand. Providers may be moved between active and reserve status in accordance with the contractual arrangements and performance management framework, thereby promoting continuous improvement and safeguarding service continuity.

8.5. Contract performance will be actively managed throughout the contract term through the Enforcement Agency Specification & Code of Practice, key performance indicators and governance arrangements set out elsewhere in this report. This will enable the Council to monitor recovery performance, complaint levels, compliance with vulnerability requirements and delivery of social value commitments.

8.6. In accordance with Contract Standing Order 7.02, the Council may access framework agreements established by external public purchasing organisations. Cabinet has authority under Contract Standing Order 2.01(c) to approve the contract awards recommended within this report.

**9. Legal:**

9.1. The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.2. The report indicates and Strategic Procurement has confirmed that the contract in the report was procured via the Yorkshire Purchasing Organisation (YPO) Framework 1200 Enforcement Agency Services and this is a compliant route to procure such a contract in line with the provisions of the Council's Contract Standing Order (CSO) 7.02 and Regulation 33 of the Public Contracts Regulations 2015.

9.3. Pursuant to the provisions of the Council's CSO 2.01(c), Cabinet may approve the award of a contract where the value of the contract is £500,000 or more and as such the recommendation in paragraph 3.1 of the report is in line with the Council's CSO.

9.4. The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendation in the report.

**10. Equality:**

10.1. 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.

10.2. In order to achieve the above, the Enforcement Agency Specification & Code of Practice sets out the Council's requirements around vulnerability and that providers are required to provide support where required. This requirement was formally included in the invitation to tender and formal tender evaluation. Similarly, providers were required to make contractually binding commitments around Social Value including the undertakings referred to in section 2.1 of this report e.g. residents experiencing financial hardship will benefit from the establishment of a hardship fund providing direct support to vulnerable households and improving overall financial resilience amongst residents.

10.3. The Council's invitation to tender asked providers to describe the social value commitments their respective organisations would deliver throughout the contract period and asked providers to explain how those commitments would be delivered, measured, monitored and evidenced. This included considerations on how commitments would affect persons with protected characteristics. If the recommendations in this report are accepted, providers already working with the Council's revenues team will continue to work closely with local stakeholders, charities, community groups and Council officers to create employment opportunities, support vulnerable residents, invest in community safety initiatives and contribute to environmental projects that make a real difference locally. New providers will be expected to work in partnership with the Council towards achieving community benefits and investment.

10.4. Regular evaluation against KPIs (table 5), is intended to improve experience for all residents, regardless of protected characteristics. Providers are expected to align all Social Value commitments to the National TOMs (Themes, Outcomes and Measures) Framework, assigning measurable targets, collecting supporting evidence and reporting outcomes through recognised indicators to ensure transparency, accountability and maximum community impact. This enables the providers and Council to monitor, measure and evidence the social value being delivered throughout the contract term and compare and map this data back to opportunities afforded to people who share protected characteristics and people who do not.

10.5. 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.

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

10.7. Section 17 of Enforcement Agency Specification & Code of Practice (Appendix 1) requires all successful bidders to operate in compliance with the Equality Act 2010 and the Public Sector Equality Duty and associated statutory codes of practice.

10.8. The information supplied to Enforcement Agents, as part of the enforcement process, does not identify protected characteristics under the Equality Act 2010 nor socioeconomic status. This is intended to limit discrimination.

10.9. Body worn video and audio recording equipment must be worn by Enforcement Agents carrying out visits and must be worn on every visit. A clear audit trail must be maintained at all times providing a comprehensive history of all activities and outcomes at an individual case level from receipt of instruction through to its ultimate return. Body worn video has proven and considerable benefits in the

resolution of disputes, complaints and allegations around behaviour of enforcement agents. The Council requires providers to be considerate in the use of body worn video and given the safeguards and audit around recording does not expect any significant drawbacks around protected characteristics.

10.10. Section 12 of the Enforcement Agency Specification & Code of Practice sets out the Council's requirements with respect to how complaints are handled. If the complaint relates to an Enforcement Agent and the complaint is upheld, the Council may request that the Enforcement Agent is removed from the contract and further action may be taken by the Council against the service provider. This provides an additional layer of protection and empowerment against discrimination and harassment from Enforcement Agents against persons with protected characteristics.

10.11. Section 16 of the Enforcement Agency Specification & Code of Practice sets out the Council's requirements with respect to how vulnerable residents are identified and protected. This includes identification and additional protection of those with certain protected characteristics, namely age, disability, pregnancy/maternity and socioeconomic status. Upon making contact for the first time, the Enforcement Agent must endeavour to establish whether the debtor or their partner falls into any of the following categories:

a) Ongoing mental illness/severe depression
b) Allegations of attempted suicide
c) Long standing health condition
d) Learning disability
e) Terminally ill
f) Recent bereavement
g) Elderly – where it is clear the person is unable to deal with payment or their affairs h) People with severe disabilities (physically or mentally)
i) Where the debtor or partner is in the final weeks of pregnancy (to be reviewed after the birth of the child)
j) Where severe social deprivation is evident
k) Communication difficulties where an advisor or an interpreter would be helpful (profound deafness, blindness or language difficulties)

To meet this requirement, and ensure adequate treatment, the Council requires all agents to be suitably trained and for providers to confirm this prior to deploying any enforcement agent to undertake work on the contract.

10.12. In these recommendations, including the increased powers to evaluate Enforcement Agents' performance, the Council foresees a benefit of decreased harassment and discrimination against all residents, with particular benefit to those with the following protected characteristics: age, disability, pregnancy/maternity and socioeconomic status.

10.13. In making this decision to accept the report recommendations, the Council do not anticipate any negative equalities impact. However, during the course of the contract, should there be any negative impacts identified, the Council shall put mitigations in place to tackle them.

10.14. Corporate Policy and Equality Impact - An Equality Impact Assessment (EIA) Screening Tool was completed which confirmed that a full EIA was not required.

## 11.0 Use of Appendices

Appendix 1 – Enforcement Agency Specification & Code of Practice

Exempt Appendix 2 – Part B report

Local Government (Access to Information) Act 1985

This report contains exempt and non-exempt information. The exempt information is contained in the Part B Exempt Report and is not for publication. The information is exempt under amended schedule 12A of the Local Government Act 1972, category 3, as it relates to the financial or business affairs of particular persons, including the authority holding that information.

**Appendix 1 – Enforcement Agency Specification & Code of Practice**

Provision of Service Provider Services for The London Borough of Haringey for the receipt and recovery of Parking & Traffic Warrants of Control.

This document forms part of the contractual documents and failure to comply will be dealt with accordingly under the terms and conditions.

## 1. INTRODUCTION TO THE SERVICE

1.1 The London Borough of Haringey (referred to as 'the Contracting Authority' for the purposes of this specification) is an outer London Borough working as a single authority and intends to maximise the collection of debts through the effective use of all available recovery options, to reduce the costs of collection and ensure a high-quality Enforcement Agency service is provided.

1.2 This Specification describes the service required and the standards expected from the Service Provider(s), providing an Enforcement Agency service in respect of recovery of Parking & Traffic Penalty Charge Notices.

1.3 For ease of reference within this Specification all Orders or Warrants to collect the debt shall be known as a Recovery Order(s). This includes but is not limited to Warrants of Control and Parking Penalty Charge Notices and in all cases the relevant legislation governing each one is applicable.

1.4 Tracing and collection activity does not provide for collection of any additional fees by the Service Provider(s) over and above the face value amount shown on the relevant Recovery Order or any other appropriate documentation supplied to the Service Provider(s) by the Contracting Authority. In addition, tracing does not guarantee allocation of a subsequent Recovery Order for that case or any other case(s).

1.5 The Contracting Authority expects the Service Provider(s) to work in conjunction with Contracting Authority Officers to continuously seek improvements in the provision of the Service. The Service Provider(s) is expected to co-operate with all Contracting Authority Officers to ensure the service delivery to the public is of the highest standard. The overall aim is maximum recovery with appropriate safeguards.

1.6 The Contracting Authority is committed to providing a quality service and expects each Service Provider to meet the standards set for all Contracting Authority staff. The Service Provider(s) will always ensure that their employees act in a responsible and professional manner and adopt a clear, reasonable and fair charging policy in the application of all fees. All fees charged are to be in line with the Ministry of Justice Taking Control of Goods and CIVEA Code of Conduct and Good Practice.

1.7 In all cases, the Service Provider's initial contact with the debtor must be with the intention of obtaining immediate and full payment, but always with due consideration to those potentially vulnerable or in financial hardship. The Contracting Authority requires the Service Provider to be fully compliant with The Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020 and associated guidance.

1.8 The Service Provider shall adhere to the Taking Control of Goods (Miscellaneous Amendments) Regulations 2026, the Taking Control of Goods Regulations 2013;

Taking Control of Goods (Fees) Regulations 2014; Certification of Enforcement Agents Regulations 2014, Data Protection Act 2018 and GDPR. The Service Provider(s) own code of conduct must meet the requirements of the Contracting Authority. The Contracting Authority seeks to recover the debt as quickly as reasonably practicable without imposing unreasonable hardship and having regard to Safeguarding and Equality Legislation.

1.9 It is proposed that at the commencement of the contract up to six Service Providers are onboarded. The highest scoring three Service Providers at tender evaluation stage will be "active" with the remaining Service Providers being "reserves".

"Active" Service Providers can be replaced by "reserve" Service Providers due to performance failures (see section 14).

1.10 With regard to the allocation of recovery orders, the Contracting Authority will initially endeavour to allocate 33% of the total volume of recovery orders to each "active" Service Provider subject to the PCNs in question having been trace/address checked by a Service Provider.

It is critical that the Service Provider(s) work in partnership with the Contracting Authority to maximise the ability to drive down debt within the Borough, therefore the % share of cases allocated to each Service Provider will be adjusted (down or up) monthly, based on performance, monitoring and review (section 14).

For the avoidance of doubt the Contracting Authority will provide a higher proportion of new cases to the Service Providers with the highest percentage recovery (by number of Recovery Orders paid in full) and/or those Service Providers achieving compliance with the KPIs (please see section 14).

The final allocation of work always remains with and at the discretion of the Contracting Authority and with the discretion to always substitute the lowest performer over a month with a current "reserve", when the lowest performer will take the place of the reserve (please see 1.9). Work already allocated will remain allocated and must be worked even by a Service Provider even where deemed a "reserve".

1.11 The Contracting Authority's decision around the recycling of warrants after 6 months will be based on the ability of any Service Provider (reserve or otherwise) to be able in the opinion of the Contracting Authority to process the volume of related cases whilst also in the opinion of the Contracting Authority offering the most likely/highest chance of recovery.

1.12 To confirm, the Contracting Authority does not commit to nor give any guarantees as to the number of cases awarded to any Service Provider(s).

## 2. GENERAL REQUIREMENTS

2.1 The statutory PCN enforcement process provides that, where the liable individual or company fails to pay the penalty charge or make representations within the statutory period (being 28 days from service of the Notice to Owner), the Contracting Authority may serve a Charge Certificate. Upon service of the Charge Certificate, the penalty charge is increased by 50%, rising from £160.00 to £240.00 (or from £110.00 to £165.00 where the lower penalty applies). The recipient then has a further 14 days from service of the Charge Certificate in which to make payment.

If payment is not received, the Contracting Authority may apply to the Traffic Enforcement Centre (TEC) to register the outstanding amount and may subsequently enforce the debt as if it were payable under a county court order. A registration fee is payable to the TEC for each PCN registered.

Service Providers shall be responsible for bearing the cost of any TEC registration fees payable at the time of registration (currently £10.00 per PCN as at April 2025) in respect of warrants allocated to them for processing where the relevant PCN has been assessed as "green – progress" as part of the pre-TEC review.
The Contracting Authority will retain the commercial relationship with the Traffic Enforcement Centre and will recover our costs by invoicing the respective Service Providers one month in arrears for an amount equal to the TEC fees linked to Warrants allocated to the Service Provider in that period but with the following exclusions:

2.1.1 Where the case is assessed as "red" and the recommendation is not to proceed with registration, no refund shall be payable.
2.1.2 Where the case has not been assessed or scored.
2.1.3 Where the case has been paid in full.
2.1.4 Where the case is subject to an active payment arrangement.
2.1.5 Where the case is cancelled or returned at the request of the Contracting Authority.

The Service Provider shall provide a monthly report on the first day of each month detailing warrant activity for the preceding month (being receipts less applicable exclusions) for the purpose of confirming the amount of TEC fee reimbursement to be invoiced.

The Contracting Authority shall undertake a further reconciliation at the end of each financial year in respect of exclusions, recognising that warrants remain valid for a period of 12 months and that PCNs initially assessed as "green" but not enforced until close to expiry may already have been invoiced.

2.2 Prior to registering cases as debts with the Traffic Enforcement Centre, the Contracting Authority requires trace/address checks to be performed against all relevant cases, to ensure that there is a reasonable chance of recovering some or all of the outstanding debt and that TEC fees are not incurred unnecessarily by any party.

Unfortunately, the Contracting Authority's Parking IT system (Taranto as of April 2025) may only pass trace/address check cases to a single Service Provider. Therefore:

- Trace/address check batches will periodically be generated by the Contracting Authority's Parking IT System.
- The Contracting Authority may rotate trace/address checks with each Service Provider processing 100% of trace/address checks for 3-month periods (or any other period deemed necessary by the Contracting Authority) before this process is cycled to the next Service Provider and/or until such time as the IT system allows more flexibility.
- Service Providers must accept the trace/address check results carried out by another Service Provider due to the constraints in IT.
- The Contracting Authority reserve the right to withdraw the rotation of trace/address checks by multiple Enforcement Agencies and allocate 100% such checks to a single Service Provider for the duration of the contract.

Service Providers must keep trace/address check results for audit by the Contracting Authority or agent(s) acting on its behalf.

2.3 As part of the "On boarding process", each Service Provider will need to develop an interface to the Contracting Authority's parking IT system. This is mandatory to:

- Receive details of any Recovery Orders.
- Provide cases status updates and details of any payments to the Contracting Authority's Parking IT System.
- Allow Recovery Orders to be withdrawn / held / recycled.
- Carry out pre-debt trace/address checks

Please refer to the Bailiff Interface Specification document.

2.4 The Service Provider must have a dedicated ANPR vehicle operating exclusively in Haringey from the hours of 6.00 a.m. to 5pm from Monday to Saturday. The Service Provider must also operate ANPR vehicles separately outside the borough boundary and demonstrate via the relevant KPIs (see section 14) how the deployment of ANPRs is continually maximising recovery.

2.5 The Service Provider must review and respond (by attending within 1 hour) to email alerts that are generated from the Contracting Authority's IT system whenever a vehicle with an outstanding Recovery Order(s) is observed by a CEO. The Service Provider must demonstrate via the relevant KPIs (see section 14) how the timely response to such alerts is continually maximising recovery.

## 3. APPOINTMENTS AND TRAINING OF ENFORCEMENT AGENCIES & CONDITIONS OF SERVICE

3.1 The Service Provider must be a member of the Civil Enforcement Association (CIVEA), Credit Services Association, and the British Parking Association. Service Providers are also encouraged to hold the following accreditations or be actively working towards them at the commencement of the contract:

- UKAS ISO 9001 – Quality Management Systems
- UKAS ISO 27001 – Information Security Management Systems
- UKAS ISO 14001 – Environmental Management Systems
- CHAS (Contractors Health & Safety Assessment Scheme) or
- UKAS OHSAS 18001 Occupational Health and Safety Management Systems
- Working towards Investor in People (IIP) organisation

3.2 The Service Provider must be registered under and conform to all the requirements of the Data Protection Act 2018 and GDPR.

3.3 All individuals carrying out taking control of goods, whether or not acting with other individuals, must hold a valid certificate from a County Court authorising them to act as Enforcement Agents.

3.4 The Service Provider(s) must ensure that all their employees and Enforcement Agents possess all the necessary training, licences and certificates and carry them at all times and they must manage the introduction of the Enforcement Agent certification process to ensure statutory compliance at all times. In addition, all the

Enforcement Agents must have clearance from the Disclosure and Barring Service on commencement of the contract.

3.5 The Service Provider(s), or any Enforcement Agent employed by them, must not subcontract any of the work authorised to be carried out by the Contracting Authority unless explicitly agreed.

3.6 The Service Provider shall ensure that staff employed by them receives sufficient training to ensure they have proper knowledge and an understanding of the relevant legislation and national standards. All employees must understand their role in the contract when acting as the representative of the Contracting Authority.

3.7 Enforcement Agencies must be able to advise debtors where they can obtain debt advice within their area, including but not limited to a referral to National Debtline. In addition, making debtors aware that “Breathing Space” may be available via a suitably qualified debt adviser.

3.8 Enforcement Agents must be dressed smartly, and behave in a courteous, professional and discreet manner always.

3.9 All vehicles used by the Enforcement Agencies shall carry appropriate insurance.

3.10 The successful Service Provider(s) will be required to attend any address in England and Wales to enforce the debt on behalf of the Contracting Authority.

## 4. INFORMATION TO DEBTORS

4.1 Any Enforcement Agent attending premises for the purpose of taking control of goods must and at all times, carry proof of their identity (in the form of an authorised identity card, including a photograph). They must also carry written confirmation of the fact that the Contracting Authority has instructed them to recover the debt.

4.2 The identity card and confirmation of instructions to recover the debt shall be shown to any person who is being requested to allow access to the premises at the time of or before such a request for access is made, whether or not such a person requests to see them.

4.3 The name of the Enforcement Agent who has attended the premises shall be made clear on all documentation left with the debtors and/or any other person at the premises, including all documentation that is left at the premises. All documents left at unattended premises must be in sealed envelopes. All documentation must clearly state the PCN(s) number(s) to which the document(s) relate.

4.4 The Service Provider shall issue an adequate and proper receipt for all monies received either directly by an individual Enforcement Agent and/or by the Enforcement Agent’s office and the debtor shall be advised by the Enforcement Agent or Service Provider to keep all receipts to verify any payments made. All receipts must clearly state the PCN(s) number(s) to which the receipt relates.

4.5 All agreements made by the Service Provider acting on behalf of the Contracting Authority on the one hand, and a debtor on the other, concerning repayment terms and instalments shall be recorded in writing in duplicate and a copy shall be provided to the debtor.

4.6 All correspondence must include a schedule of fees that may be charged by Enforcement Agents in accordance with Taking Control of Goods (Fees) Regulations 2014.

4.7 All notices issued by the Service Provider(s) must identify the debt that is being collected and the appropriate Contracting Authority PCN number(s).

## 5. CONFIDENTIALITY AND ACCESS TO INFORMATION

5.1 Neither the Service Provider(s), nor its employees, shall sell or exchange any information relating to the identity of any debtor or any member of the debtor's household with any other person, other than with the Contracting Authority, subject to paragraph 5.2.

5.2 The Service Provider(s) may be authorised by the Contracting Authority to provide information to any bona-fide adviser/ legal representative or family member who is acting on behalf of the debtor.

5.3 The Service Provider(s) and the Contracting Authority will supply names and contact details at the start of the Contract of all authorised officers / employees who are authorised to instruct (or take instructions) on behalf of their organisation and update as and when required.

5.4 All information acquired by the Service Provider(s) during the performance of their duties under contract with the Contracting Authority must remain confidential to the Service Provider, Enforcement company and the Contracting Authority and other persons referred to in the previous paragraph.

5.5 The Service Provider(s) shall be able to process information held in any format sent from the Contracting Authority, and to receive such files using secure methods.

5.6 The Contracting Authority shall have access to the Service Provider's records and computer information relating to taking control of goods and associated debt collection activities for all debts when requested by the Contracting Authority's Authorised Officer. It is a requirement that the Contracting Authority can access this information via a secure online link and that the Service Provider shall use a password protected encrypted IT system that has been approved by the Contracting Authority.

5.7 Prior to actioning any instruction the Service Provider(s) will transfer and reconcile the records with their IT system. These records must be kept up-to date. A clear audit trail must be maintained at all times providing a comprehensive history of all activities and outcomes at an individual case level from receipt of instruction through to its ultimate return.

5.8 An acknowledgement receipt of all instructions must be electronically transferred to the Contracting Authority within 24 hours of receipt in a form and manner (currently email) specified by the Contracting Authority.

5.9 To enable secure and accurate case issue, return and payments, the Service Provider must be able to interface with the Contracting Authority's Parking IT System; (as of April 2025 Taranto) and any relevant cash receipting system.

5.10 The Service Provider will be required to provide a detailed Business Continuity Plan at contract commencement setting the arrangements for dealing with potential risk to service disruption, taking reasonable precautions to prevent loss of data through damage caused by fire, flood etc, and must be backed up daily to ensure business continuity remains.

5.11 The administration and storage of all data and documentation shall be conducted in a secure environment to which Contracting Authority officers and their auditors can have access following reasonable notice. The cost of keeping data secure is that of the Service Provider.

5.12 All data remains the property of the Contracting Authority.

5.13 The Service Provider(s) must have a robust disaster recovery plan to ensure continuity of service is maintained for the Contracting Authority in the event of electronic system failure or cyber-attack.

5.14 The Service Providers(s) must assist the Contracting Authority where there is a requirement to respond to a freedom of information request. Where the Contracting Authority requires a written response, the provider must provide this within 48 hours of the Contracting Authority requesting it.

## 6. MEANS OF COMMUNICATION

6.1 The Service Provider(s) must comply with any instructions given by or on behalf of the Authorised Officer of the Contracting Authority, other than those that they consider would prejudice the rights of debtors under relevant legislation and this Specification and National Standards.

6.2 The Service Provider(s) must appoint a client contract Manager responsible for the performance of the contract and have other suitably qualified staff involved in the day-to-day administration of the contract. The Client contract Manager shall attend monthly client meetings or as and when requested by the Contracting Authority and ensure the monthly statistics are produced and sent on time to the Contracting Authority. These meetings will usually take place at Contracting Authority premises, or via Microsoft Teams, unless an alternative is agreed by the Service Provider with the Contracting Authority.

6.3 The Service Provider(s) shall ensure that they have adequate public communication systems (telephones and e-mail), in place to enable debtors to contact their office. Telephone charges must be at a Local Rate. Telephone lines shall open and be available to the Contracting Authority and the public between 09:00 and 20:00 Monday to Friday and 09:00 to 17:00 Saturday.

6.4 The service provider(s) shall make available a client telephone number and email address for authorised members of the Contracting Authority's compliance/processing team(s) to contact in relation to cases held and to give instructions. Access to the service provider(s) online portal should also be made available to all authorised officers for review and updating purposes.

6.5 The Enforcement Agent taking control of goods must be contactable at all times so that they can receive instructions.

6.6 If the Service Provider(s) is instructed to return a case to the Contracting Authority or to place a Recovery Order on hold, they shall immediately cease their actions and/or

return the case at the first available opportunity. No costs already incurred will be chargeable to the Contracting Authority. The Service Provider(s) may be required to issue a refund equivalent to any monies paid. where cases are placed on hold. A list including the hold requestors name is to be issued monthly for the Contracting Authority to review and remove holds where appropriate.

6.7 The Service Provider shall be aware of any circumstances in which taking control of goods would cause unacceptable hardship or distress to a debtor, including but not restricted to whether a debtor is in any of the following situations:

(a) long-term sickness or serious illness.
(b) recent bereavement within the family.
(c) physically or mentally disabled.
(d) fragility due to advanced age.
(e) severe communication (language) problems.
(f) any other circumstances where the enforcement of a Recovery Order would cause severe hardship to the debtor.
(g) the debtor appears to be pregnant and/or in the final stages of pregnancy.

See Section 16 Vulnerability.

6.8 The Service Provider(s) must respond immediately to a request by the Contracting Authority (e.g. to stop action) and these must be acted upon on the same day as the instruction is given. All relevant information must be relayed to the Enforcement Agent immediately to ensure that the Enforcement Agent has the most up to date information whilst out on visits.

## 7. COMPLIANCE STAGE

7.1 The Service Provider(s) must ensure they have a system in place to receive instructions electronically. This must be secure and contain the correct encryption software. They must also accept daily reports listing direct payments, changes to liability, forwarding addresses and contact details. (Please refer to section 2.3 for details of the IT interface that needs to be established between respective systems).

7.2 On receipt of the instruction the Service Provider/s must issue the Statutory Notice of Enforcement by day 2 and add the £75 (or the prevailing lawful amount) Compliance Fee to the outstanding balance.

7.3 The Compliance Period will comprise:

- Statutory NOE issued by day 2.
- Reminder (by way of letter and/or email and/or SMS) issued by day 7.
- Enforcement and visit(s) to commence after 14 clear days and always in full compliance with the Taking Control of Goods (Miscellaneous Amendments) Regulations 2026.

7.4 At the Compliance stage the debtor must be written to and contacted by phone (where available) to make contact and be advised of the consequences of non-payment.

7.5 The Service Provider shall make no additional charge (other than the set Compliance Fee) to the debtor for the setting up and administration of payment arrangements.

7.6 Where contact is made, payment in full should be sought before considering an arrangement.

7.7 Arrangement terms must be no longer than 12 months unless agreed by the Contracting Authority to extend beyond this.

7.8 For all arrangements the Service Provider shall attempt to ascertain on all occasions whether the debtor is employed, and if so, attempt to obtain the following information: - employers name & address; debtor's normal place of work; debtor's pay or clock number and net wage or salary. If unemployed then the debtor's National Insurance number should be obtained. All details should be recorded on any case report being returned to the Local Authority. Financial Means Enquiries should be undertaken to support the term of the arrangement.

7.9 Where an instalment arrangement has been agreed but is not kept, the Service Provider shall contact the debtor and invite the debtor to give their reasons for the failure to pay.

## 8. ENFORCEMENT STAGE

8.1 At the enforcement stage the Service Provider will carry out a first visit to the debtor's address following 14 clear days notice. If no contact is made with the debtor, a follow up visit must be rescheduled within 7 days. If there is no positive outcome, 2nd and subsequent visits will be effected after that rescheduled visit is complete. 3 visits must take place within 6 months of the receipt of instructions. Before seeking access to any premises, the Service Provider must establish whether the debtor named on the Recovery Order still occupies the premises.

8.2 Where a debtor is not resident at the address supplied by the Contracting Authority, the Service Provider(s) shall take all reasonable steps to trace the debtor at no additional cost to the Contracting Authority. Details of the Service Provider(s) trace process are to be provided to the Contracting Authority on request. The Service Provider will be required to manage the resealing of a warrant unless the Contracting Authority advises otherwise.

8.3 Taking control of goods shall only be carried out using the following steps:

(a) gaining reasonable physical access to the premises, with the consent of the debtor and without any use of force;

(b) identifying specified items of property, which are not required to be exempted, as belonging to the named debtor;

(c) listing those items in duplicate on a document including an estimate of the sale value of each item ("Controlled Goods Agreement"); No item may be removed that is not properly listed on the Controlled Goods Agreement;

(d) providing the debtor with a copy of the document and allowing them to read the document in full; and

(e) when entering into a Controlled Goods Agreement, the Service Provider /Agent must obtain the signature of the debtor, an authorised person or person in apparent authority.

(f) enforcing multiple cases together where reasonably practical to do so.

8.4 In relation to all debts, the Enforcement Agent must not enter a property if there is no other person aged 18 or over on the premises.

8.5 Taking control of goods shall not be carried out unless the debtor or a person in apparent authority is present on the premises in person at the time of the taking control of goods.

8.6 Taking control of goods shall not be carried out *constructively*, for example by posting the Controlled Goods Agreement through a letterbox and having it signed and returned by post.

8.7 No entry may be forced to any property or part of any property for the purposes of taking control of goods, whether internally or externally.

8.8 No entry to premises shall be attempted before 6.00 a.m. or after 9.00 p.m. from Monday to Saturday (except with the express approval of the Contracting Authority in exceptional cases). Visits on Sunday are not permitted without prior consent. Visits are also permitted outside of this period if the company's hours of trade are outside the visiting times.

8.9 If the debtor is not present on the premises when the Enforcement Agent calls, the Enforcement Agent shall leave information in a plain sealed envelope with the name and address of the debtor on the document, marked Private and Confidential.

8.10 The Enforcement Agent must always act in such a way as to minimise any embarrassment, or the possibility of intimidation, and wherever possible should see the debtor in private unless the debtor wishes other persons to be present.

8.11 The Enforcement Agent must record the dates and times of each unsuccessful visit as well as noting any relevant information which would confirm that the visit has taken place i.e. door colour, type of lock etc. This information is to be made available to the Authorised Officer upon request. It is important that the Authorised Officer should have sufficient evidence to demonstrate to the debtor that the visit being charged for has been made.

8.12 Body worn video and audio recording equipment must be worn by Enforcement Agents carrying out visits and must be worn on every visit. No visits are permitted without fully functioning BWV. In the absence of recording mobile phone conversations via the mobile phone, the BWV device must be used instead. No interaction with the debtor or relevant 3rd party is to take place without being recorded and always with notice being given (at the earliest opportunity) that video and audio recording is taking place.

Video and audio recordings must be provided to the Contracting Authority upon request and within 48 hours, to allow the Contracting Authority to respond to complaints and for quality assurance purposes.

8.13 The Enforcement Agent shall not take control of goods immediately where the debtor claims that they have paid the debt and are able to provide valid proof of payment such as a valid receipt from the Contracting Authority.

In such cases, the Service Provider shall contact the Contracting Authority, whilst at the property, for further instructions.

8.14 The Enforcement Agency shall not take control of goods on any item not belonging to the debtor and any exempt goods as stipulated in Regulation 4 of The Taking Control of Goods Regulations 2013.

8.15 The Service Provider shall take control of goods at any contact address, within England and Wales, at which a debtor resides or may have moved to (where required to do so by the Contracting Authority).

8.16 A minimum of 3 unsuccessful visits to the debtor's address shall be made before the case is referred back to the contracting authority and within a period of 6 months beginning when the instruction was received. These visits shall take place at different times of the day. Of the minimum 3 visits at least 1 must be made outside the hours of 9 am to 5 pm if it has not been possible to contact the debtor previously.

8.17 In order to comply with the Articles of the Human Rights Act 2000 the method of enforcement must cause the least disproportionate interference with an individual's rights. This means that the level of enforcement used must not be excessive or unreasonable.

8.18 For cases where immediate attention is required to secure payment of the debt, the Enforcement Agency must make arrangements for appropriate action to be taken within a maximum of 24 hours of receiving the Contracting Authority's instruction.

8.19 The £235 (or prevailing amount, under the Taking Control of Goods (Miscellaneous Amendments) Regulations 2026) enforcement fee should be added to the outstanding balance when the Enforcement Agent visits the debtor plus the 7.5% of the sum to be recovered where the amount exceeds £1900.

8.20 No vehicle must be clamped or removed where a valid blue badge is displayed or where there is an active Haringey virtual blue badge linked to the vehicle (a check must be made to the contracting authority to ascertain any link between the vehicle and a virtual blue badge). Where enforcement action is prevented on these grounds the incident/case needs to be logged and referred back to the Contracting Authority.

## 9. METHODS OF PAYMENT

9.1 The Service Provider(s) shall make provision for payment using a range of payment options including but not restricted to: cash, cheque, credit card, debit card, direct debit, standing orders, banker's drafts, postal orders, on-line payments via the internet etc. Customers should always be encouraged to pay by the most cost-effective payment method. No charges will be made for receiving or processing these payments.

9.2 The Service Provider shall be responsible for the cost of all debit and credit card "charge backs" i.e. once cleared and remitted the Service Provider cannot recover the cost of the PCN from the Contracting Authority. The dispute process and resolution of charge backs is the responsibility of the Service Provider.

## 10. ENFORCEMENT AGENCY CHARGES / FEES AND EFFECT OF ALTERNATIVE PAYMENT METHODS

10.1 The Service Provider charges must not exceed such sums as are set out in supporting legislation.

10.2 Where instructions are received from the Contracting Authority to suspend action, the Service Provider must ensure that the debtor and Contracting Authority incur no further costs of any kind.

10.3 In order to secure payment the Service Provider(s) may enter into any arrangement with a debtor providing it is firm but realistic. The Service Provider shall provide the debtor with means of making immediate payment or an offer of payment and the opportunity to sign a controlled goods agreement.

10.4 The Service Provider shall exercise discretion in agreeing to payment arrangements. Unless permission is granted by the Contracting Authority, arrangements should not exceed 12 months.

The Service Provider shall attempt to ascertain on all occasions whether the debtor is employed, and if so, attempt to obtain the following information: - employers name & address; debtor's normal place of work; debtor's pay or clock number and net wage or salary. All details should be recorded on any case report being returned to the Local Authority. Financial Means Enquiries should be undertaken to support the term of the arrangement.

10.5 Debtors refusing to sign a Controlled Goods Agreement shall be faced with immediate removal of goods.

10.6 The Service Provider must make no charge to the debtor for the setting up and administration of payment arrangements.

10.7 The Service Provider(s) shall account for all monies collected and remit to the Contracting Authority within 7 days of clearance. This should also be supported by reconciliation report to be shared with an agreed distribution list and in a format as per the reports detailed in Appendix 1 of this document.

10.8 The Service Provider(s) must ensure that broken arrangements are monitored and dealt with swiftly when broken.

10.9 Cases must be returned via Taranto messaging using the appropriate reason code as per the Bailiff Interface Specification (section 2.3) and processes and documentation laid out during the on-boarding process. In the case of an expired recovery order 12 months after the order being produced and where the Contracting Authority so chooses, after 6 months, in order to reallocate the relevant recovery order(s) to another provider.

## 11. REMOVAL AND SALE OF GOODS

11.1 The Contracting Authority operates a virtual parking permit system and in particular a virtual blue badge. A check must be made to ensure a vehicle with a linked valid virtual blue badge permit is not clamped or removed, unless with specific approval to do so. Approval must be sought prior to the vehicle being scrapped or sold.

11.2 The Service Provider must take all steps possible to obtain the best price and must impose a reserve price at any auction when required to do so by the Contracting Authority, under this specification or otherwise. The Service Provider shall consider whether an auction is the appropriate method of obtaining the best price and in particular shall do so where an item concerned is of a specialist nature or of particular value.

11.3 The Service Provider shall report the place and timing of the sale to the debtor at least seven days before such sale is to take place unless they are perishable and their value/saleability would be diminished, in which case the sale can be sooner.

11.4 Where a sale has taken place, the Service Provider shall report to the debtor the place and times of the sale and the price of each item that has been sold.

11.5 Where the Service Provider is in possession of a person's goods, they shall ensure that they are handled with due care and attention and properly secured for the purposes of transporting them. The Service Provider shall also ensure that the goods are adequately insured and are safely and securely stored pending sale. An Inventory of Goods will be provided to the Debtor (and co-owner) for any goods removed.

11.6 Auctioneers must be members of NAVA (National Association of Valuers and Auctioneers).

11.7 Where goods are removed for sale a fee of £110 (or the prevailing amount under the The Taking Control of Goods (Miscellaneous Amendments) Regulations 2026) should be charged, plus 7.5% VAT of the sum to be recovered where the amount exceeds £1900.

11.8 Should any appeal against taking control of goods be brought by the debtor in a Magistrates court or High court, the services provider(s) must supply the Contracting Authority with all information concerning the matter and supply a representative to appear at any hearing who has is fully informed of the case history. The Service Provider must indemnify the Contracting Authority against all claims of their actions, which may lead to a claim against the Contracting Authority.

## 12. COMPLAINTS

12.1 The Service Provider(s) shall appoint a named senior manager to deal with any complaints and this person shall have authority to instruct all Enforcement Agents operating on behalf of the Contracting Authority and have immediate access to such Enforcement Agents by mobile telephone. For the purpose of reporting a complaint, the Enforcement Agency's Head Office telephone number shall appear on all correspondence and all leaflets provided by the Enforcement Agents to the debtor. The case shall be placed on hold whilst the complaint is investigated.

12.2 The named senior manager shall deal with complaints according to the Service Provider(s) own Complaints Policy which will be agreed with the Contracting Authority prior to the commencement of the Contract.

12.3 In cases where a debtor disputes liability or the debt outstanding, the Service Provider(s) shall immediately take steps to resolve that dispute, including immediately contacting the Contracting Authority's Authorised Officer by telephone. No further action regarding taking control of goods will be taken until the situation has been resolved or until further instruction is received from the Contracting Authority.

12.4 All complaints that are received by the Service Provider(s) must be acknowledged within 2 days of receipt and responded to in writing no later than within the following 5 working days. The Service Provider(s) shall provide a copy of the complaint and written response to the Contracting Authority. Complaints received by the Service Provider from an MP/Contracting Authority or/CIVEA, are to be reported to the Contracting Authority immediately. In these instances, the Contracting Authority shall wish to review the response by the Service Provider prior to it being issued.

12.5 In cases where the customer has contacted the Contracting Authority directly, the Service Provider(s) will be instructed to suspend further action until such time as the situation has been resolved or until further instruction is received from the Contracting Authority. If further information is requested by the Contracting Authority, which may include case history, this information must be provided within 2 working days.

12.6 The service provider(s) must keep records of all complaints and members enquiries that they receive and also those forwarded to the Contracting Authority. The Contracting Authority will require a report of all complaints at the regular client meetings.

12.7 If the complaint relates to Enforcement Agent or Service Provider conduct and the case is proven, the Contracting Authority may request that the Enforcement Agent is removed from the contract and further action taken.

## 13. ADMINISTRATION

13.1 The Service Provider(s) shall maintain full and professional information systems to ensure the highest standards of administration including reporting tools. All records of contact with debtors must be kept for six years.

13.2 The Service Provider shall maintain a separate client bank account in the name of the Contracting Authority for monies received from debtors, evidence of which must be provided to the Contracting Authority on demand.

13.3 Any insolvency/bankruptcy notice relating to a debtor, which is notified to the Service Provider shall immediately be notified to the Contracting Authority for further instruction.

13.4 Where a property is found by the Service Provider to be unoccupied, all relevant details (e.g. sale board, agents, condition of property etc) shall be immediately reported to the Contracting Authority via the Service Provider's online portal.

13.5 All PCN revenue received by the Service Provider(s) shall be remitted to the Contracting Authority on a weekly basis, together with an analysis/breakdown of the associated debts. The Service Provider(s) payment system must allow for remittance to the Contracting Authority to be made via BACS method if required by the Contracting Authority. Reconciliation reports must be in the format shown in Appendix 1 of this document.

"Chargebacks" or other forms of invalid payment will remain the responsibility and liability of the Service Provider.

13.6 Cases in respect of PCN's shall be returned to the Contracting Authority after 12 months (or earlier, if so requested by the Contracting Authority), unless a reasonable extended arrangement has been agreed with the Debtor. In this regard, the Service

Provider(s) shall gain approval from the Contracting Authority where debts will take longer than this period to be settled. Cases are to be returned to agreed return reason codes and require a full history to determine the next appropriate steps.

13.7 Where it is not possible to effect taking control of goods, the Recovery Order shall be endorsed ("No Effects") and returned to the Contracting Authority with a full report of the action taken and the reasons for return. All such notices should be returned on a prompt and regular basis, i.e. with the weekly accounts. Where full payment is obtained on a Recovery Order the Service Provider(s) shall confirm the matter is paid on a weekly remit list sent to the Contracting Authority.

13.8 Where the debtor is not at the address supplied by the Contracting Authority, the Service Provider(s) must take reasonable steps to trace the debtor and collect the PCN charge or execute the Recovery Order. The Service Provider(s) shall notify the Contracting Authority immediately once it is found that a debtor has vacated the property. The Service Provider will be responsible for resealing the warrant unless instructed otherwise by the Contracting Authority.

13.9 The Service Provider(s) will provide an inhouse trace service when it is ascertained that a debtor has absconded. All available tracing methods should be utilised for all PCNs at no additional cost to the Contracting Authority. Checks should be properly documented, on file and available to authorised officers via the online portal.

13.10 If an away address is located the service provider(s) must ensure they have located the correct debtor before continuing with enforcement. Collection of the debt is expected if the away address is in England or Wales.

13.11 All correspondence received direct from the debtor or forwarded by the Contracting Authority shall be responded to by the Service Provider(s) within 5 working days.

13.12 Administration and storage of data shall be conducted in a secure environment and in accordance with section 4 above.

13.13 All employees of the Service Provider(s), who deal with Parking Penalty Charge Notices shall have sufficient knowledge of the relevant legislation to allow them to deal with the matter correctly.

13.14 Copies of all letters, forms and stationery to be used by Service Provider shall be submitted to the Contracting Authority for approval prior to its use.

13.15 The Service Provider shall return any case immediately, without charge, on specific instructions of a duly authorised officer. This shall be done regardless of the stage of enforcement, or circumstances of the case.

13.16 Case are to be returned electronically and must have a full report attached to them with the correct reason codes for the return. The report should show a full history of all actions taken since the instruction. Details of all contact with the debtor must also be included. (Please refer to section 2.3 for details of the IT interface that needs to be established between respective systems).

13.17 The Service Providers(s) should return all unsuccessful cases within the timescales set out within 10.9.

## 14. MONITORING AND REVIEW

14.1 Monthly Performance Review meetings will be held with each Service Provider to monitor and assess compliance with this specification and performance in general.14.2 The following Key Performance Indicators will apply to the successful Service Providers at the commencement of the contract:

| Financial KPIs | Overall Performance |
|---|---|
| KPI 1: % recovery by number of fully paid recovery orders vs total number of recovery orders issued to date across all batches | Measured as an overall %age |
| KPI 2: % recovery by number of fully paid and partially paid (where an instalment plan is active across all batches | Measured as an overall %age |
| KPI 3: % of "warrant alerts" attended with 1 hour with and without a positive outcome (payment, clamping and/or removal). | Measured as an overall %age |
| (Financial KPIs will have an initial 3-month KPI let period. | |

| | | | | | |
|---|---|---|---|---|---|
| | **Target Performance Level 99%** | **Minor KPI Fail 97 to 98%** | **Serious KPI Fail 96 to 97%** | **Severe KPI Fail 95 to 96%** | **Critical KPI Fail Below 95%** |
| **Operational KPIs** | **Service Points:** | **Service Points:** | **Service Points:** | **Service Points:** | **Service Points:** |
| KPI 4: % of statutory NOE issued by day 2. | 0 | 1 | 2 | 3 | 4 |
| KPI 5: % of reminders issued by day 7. | 0 | 1 | 2 | 3 | 4 |
| KPI 6: % of enforcement visits carried out by the Service Provider between days 14 – 21 following receipt of the recovery order and % compliance with the Service Provider's own enforcement plan submitted as part of the relevant tender. | 0 | 1 | 2 | 3 | 4 |
| KPI 7: % of planned visits "aborted" due to the absence of video and/or recording devices. | 0 | 1 | 2 | 3 | 4 |
| KPI 8: % of requested responses provided to the Contracting Authority within 48 hours. | 0 | 1 | 2 | 3 | 4 |
| KPI 9: % ANPR deployed hours vs agreed deployment plan | 0 | 1 | 2 | 3 | 4 |
| (Operational KPIs will have an initial 1-month KPI let period. | | | | | |

14.2 Should a Service Provider

a) Underperform by 5% or more from the average (for “active” Service Providers) for KPIs 1,2, or 3 or
b) Accrue more than six Service Points over a rolling 3-month period for KPIs 4-9

then a supporting rectification plan must be produced. Failure to resolve the actions laid out in the rectification plan within its agreed timescales will result in the Service Provider’s status being changed to “reserve” and the next “reserve” Service Provider being upgraded to “active”.

Service Providers switched from “active” to “reserve” will be moved to the position of the last “reserve”.

“Reserve” Service Providers will not receive Recovery Orders for new debtors, however they will still continue to receive additional Recovery Orders for customers that they are already dealing with. This will ensure that a repeat debtor will only need to deal with a single Service Provider.

14.3 The Contracting Authority reserves the right to decide the % of recovery orders allocated to each Service Provider. Decisions will be primarily based on performance against the conditions laid out in this document and measurement against section 14 of this document.

The Contracting Authority will initially endeavour to allocate 33% of new Recovery Orders to each “active” Service Provider. However, this cannot be guaranteed as once a Recovery Order for a given VRM has been allocation to a given Service Provider then additional Recovery Orders will also be allocated to the same Service Provider.

On a monthly basis, any Service Provider scoring 5% less than the average for all Service Providers for KPI1 will have their allocated case load reduced by 50%

Should the Contracting Authority reduce the allocation of recovery orders to any Service Provider due to failure to meet KPIs or conditions laid out in this specification then the underlying reasons will be made clear to the respective Service Provider.

This reduction in allocation of recovery orders will remain until such time that the Service Provider has demonstrated to the Contracting Authority’s satisfaction (typically at a Monthly Review meeting, that the underlying issues have been resolved.

14.4 The Service Provider(s) shall provide monthly management reports for performance monitoring purposes detailing KPI performance (for a rolling 3-month period) as laid out in 14.2 as a minimum. Reports must be provided within 5 days of month end.

14.5 In addition to any more specific obligations imposed by the terms of the agreement, it shall be the duty of the Service Provider(s) to provide the services to the contract standard which in all respects shall be to the satisfaction of the Authorised Officer.

14.6 During the agreement, the Authorised Officer may inspect and examine the provision of the Services being carried out without notice at any time. The Service Provider(s) shall provide to the Contracting Authority all such facilities as the Contracting Authority may require for such inspection and examination.

14.7 The Service Provider(s) will be required to provide a number of predetermined reports on a monthly basis, or when requested detailing activities carried out, collection statistics and case summaries. This includes but is not limited to the example reports shown in Appendix 1 of this document.

14.8 The Service Provider(s) may be required to provide any additional ad hoc information and reports, within 2 working days, when requested by the Authorised Officer.

14.9 This specification document is subject to review and amendment as the Contracting Authority deems necessary.

14.10 Performance will be discussed at the regular client meetings and any failure in service will need to be rectified. Attendance at the meeting should include the client manager and any other relevant staff.

14.11 The Contracting Authority may share performance standards with other service providers to include but not limited to cash collection, percentage of returns and cases outstanding. The Contracting Authority will have its own monitoring processes in place and the service provider(s) will comply with any request for improvement.

14.12 At the end of the contract term or at the end of the contract termination, the service provider(s) must retain all records relating to the contract for a period of six years and allow access to the client portal for a period of 1 year.

## 15. INVOICES

15.1 VAT shall be payable, where applicable, by the Contracting Authority on statutory fees collected by the Service Provider(s).
Supporting invoices should submitted alongside the weekly payment schedules.

15.2 Where statutory fees have been paid direct to the Contracting Authority, separate invoices shall be supplied for remittance of fees to the Service Provider, and for VAT, if applicable, payable on those fees.

## 16. VULNERABILITY

16.1 The identification of vulnerability does not excuse someone from paying a debt which they are legally obliged to pay. It does, however, mean that the Contracting Authority and Service Provider will provide additional support in understanding the debt, and aim to minimise undue distress. Cases must be assessed and dealt with on a case-by-case basis.

16.2 Upon making contact for the first time, the Service Provider must endeavour to establish whether the debtor or their partner falls into any of the following categories:

a) Ongoing mental illness/severe depression.
b) Allegations of attempted suicide.
c) Long standing health condition.
d) Learning disability.
e) Terminally ill.
f) Recent bereavement.
g) Elderly – where it is clear the person is unable to deal with payment or their affairs.
h) People with severe disabilities (physically or mentally).

i) Where the debtor or partner is in the final stages of pregnancy or immediately after the birth of the child.
j) Where severe social deprivation is evident.
k) Communication difficulties where an advisor or an interpreter would be helpful (profound deafness, blindness or language difficulties).

This is not a prescriptive list but potential indicators, and all individual cases will still have to be considered on merit.

Depending on the nature of the identified vulnerability, there are a number of additional measures that the Contracting Authority may feel it is appropriate to make and issue a direction accordingly:

- Allowing longer to pay. The compliance period must be extended to 28 clear days if requested by a debt advice provider for non-business debts. This is already normal practice at CDER. Furthermore, where an individual is identified as potentially vulnerable, the case is placed on hold for 14 days and referred to our specialist welfare department.
- Referral to independent advice and guidance.
- Temporarily halting enforcement action.

16.3 The Service Provider must inform MASH of any safeguarding concerns.

16.4 The Service Provider will have a dedicated welfare team with clear procedures around identifying and supporting those identified as vulnerable.

## 17. EQUALITY REQUIREMENTS FOR PROVIDERS

17.1 The Contracting Authority will require the Service Provider(s) to operate in compliance with the Equality Act 2010 and the Public Sector Equality Duty (or other relevant or equivalent legislation) and associated statutory codes of practice. The Equality Act 2010 bans discrimination either directly or indirectly in relation to age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex or sexual orientation. The Contracting Authority sets out how it will meet the needs of the Equality Act and Public Sector Equality Duty in its Equality Scheme. Links to this and other sources of guidance on the Equality Act and Public Sector Equality Duty can be found at the end of this section.

17.2 The Contracting Authority will require the Service Provider(s) to keep up to date with relevant legislation.

17.3 The Contracting Authority will require the Service Provider(s) to comply with the provisions of the Human Rights Act 1998.

17.4 Throughout the duration of the contract, the Service Provider(s) will also be expected to:

- Keep their arrangements up to date with changes in equality legislation.
- Supply any relevant information requested by the Contracting Authority in relation to equality or their management of equality.
- Monitor staff, volunteers and agents to ensure they meet the organisation's equality obligations.
- Monitor the service to ensure it is meeting the diverse needs of all service users.

- Seek, collect, monitor and actively follow up complaints in relation to equality. The service should be adjusted in response to the complaint(s) where appropriate.
- Disclose any written or verbal complaints and/or any finding of unlawful discrimination that have been made against the organisation regarding the delivery of the agreement in relation to equality. This includes any complaints that relate to age, disability, race, religion or belief, gender, gender reassignment, sexual orientation, pregnancy and maternity or marriage and civil partnership.

## 18. INFORMATION AND DATA SECURITY

18.1 The Service Provider must:

a) Ensure that all data and information, both held in electronic or paper form, either provided by the Contracting Authority or the debtor, is held securely throughout the contract period and in line with Contracting Authority policy and data handling guidelines and remain confidential.

b) Ensure full compliance with the provisions of the Data Protection Act 2018 and the General Data Protection Regulations.

c) Only use the data and information for the sole purpose of carrying out the work specified in this document. It must not be used for any other purpose or shared with any other third party.

d) Where, as part of the review, the Contractor deems it necessary to share information or data with a third party, prior authorisation must be obtained from the Contracting Authority. The third party must be informed that it needs to maintain the same data security standards as described in this specification and that the third party must not use the data for any other purpose other than that specified in this document or share it with any other third party.

e) Ensure full compliance with Payment Card Industry Data Security Standards (PCI DSS)

f) Allow the Contracting Authority to review the customer facing elements of the Provider systems before go-live, to ensure accessibility and branding are acceptable.

g) Allow the Customer to commission penetration test of any Debtor facing portal(s)

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**Report for:** **Cabinet Meeting – October 2026**

**Item number:** 13

**Title:** Direct Award for Residential and Nursing Care Services Provided by Ourris Properties Ltd and Ourris Residential Homes Ltd

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

**Lead Officer:** Paul German, Commissioning Officer, paul.german@haringey.gov.uk

**Ward(s) affected:** All.

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

## 1. Describe the issue under consideration

**1.1.** Haringey currently purchases 39 residential and nursing care beds from Ourris across Autumn Gardens in Southgate and Anastasia Lodge in Winchmore Hill.

**1.2.** The current arrangement began in November 2022 however, Haringey has had block arrangements in place with this provider since before 2017. These homes provide specialist care and support for older people, including residents with dementia, frailty, nursing needs and complex health conditions. Both homes are rated Good by the Care Quality Commission. Ourris also provides culturally responsive support for Greek, Cypriot and Turkish communities, helping residents maintain their language, culture, faith and community connections.

**1.3.** The current arrangements require renewal to ensure continued access to this provision. The Council's needs and gaps analysis identified ongoing demand for culturally responsive residential and nursing care and found no comparable provider within approximately 75 miles offering the same combination of residential care, nursing care and culturally specific support.

**1.4.** Cabinet is being asked to approve the direct award of eight-year contracts to Ourris, with a break clause after four years. This will maintain continuity of care, protect resident choice and secure dedicated residential and nursing care capacity for Haringey residents whilst longer-term commissioning arrangements are developed.

## 2. Cabinet Member Introduction

**2.1.** This report seeks approval to directly award contracts for the continued provision of 39 residential and nursing care beds at Autumn Gardens and Anastasia Lodge. These services provide high-quality care for older residents, including

people living with dementia, frailty, nursing needs and complex health conditions, while also offering culturally responsive support for Greek, Cypriot and Turkish communities, helping residents maintain important connections with their language, culture, traditions, families and wider community networks. The proposed arrangements will maintain continuity of care, preserve resident choice and ensure the continued availability of specialist provision that meets an identified need within the borough.

**2.2.** The recommendation is supported by evidence demonstrating sustained demand, strong provider performance and the absence of an equivalent alternative provider capable of delivering the same combination of residential care, nursing care and culturally responsive support. Approving the recommendation will provide stability for residents and their families and reduce the risk of disruption or choice limitation. It will also support the Council's commitment to high-quality, person-centred adult social care that responds to people's individual care, cultural and social needs.

## 3. Recommendations

3.1. It is recommended that Cabinet in accordance with CSOs 2.01 a (approval to commence a procurement exercise and d) approve the:

3.2. Direct award of two contracts for a total of 39 block-purchased residential and nursing care beds:

- To Ourris Properties Limited for 28 beds at Autumn Gardens; and
- Ourris Residential Homes Limited for 11 beds at Anastasia Lodge.

3.3. Approve the award contracts for a period of 8 years commencing 22 November 2026 with a break clause exercisable after four years, with an estimated maximum aggregate contract value of £19.67 million over the full contract term.

3.4. Note that the proposed award is supported by the evidence contained within the Needs and Gaps Analysis and is compliant with the Council's obligations under the Procurement Act 2023 in relation to user choice services.

3.5. Delegate authority to the Corporate Director of Adults, Housing and Health, in consultation with the Cabinet Member for Health, Social Care and Wellbeing, the Director of Finance and the Head of Legal and Governance, to finalise and enter into all contractual arrangements necessary to implement the decision.

## 4. Reasons for decision

4.1. Across the two care homes, Ourris provides a service that is difficult to replace. It is currently Haringey's only block-purchased residential and nursing care arrangement and offers culturally responsive support for Greek, Cypriot and Turkish communities. Residents are supported in environments that reflect their language, culture, faith and community connections.

4.2. Demand for the service remains strong. Occupancy levels are consistently high and both homes continue to perform well. Contract monitoring demonstrates high levels of resident and family satisfaction, stable staffing arrangements, low levels of complaints and safeguarding concerns, and continued compliance with the Council's quality expectations.

4.3. The Council's Needs and Gaps Analysis found no equivalent provider within approximately 75 miles capable of delivering the same combination of residential care, nursing care and culturally specific support. A direct award is therefore considered the most proportionate and least disruptive option available. It protects resident choice, maintains continuity of care and supports the Council in meeting its duties under the Care Act 2014.

4.4. The proposed contract will also provide stability for residents, families and the provider.

## 5. Alternative options considered

**5.1.** Option **1: Do Nothing**
This option was rejected.
Without these contracts in place, the Council would lose guaranteed access to 39 culturally specific residential and nursing care beds and would need to rely on spot purchasing arrangements. Residents could experience reduced choice and there would be no assurance that culturally appropriate alternatives could be sourced when placements are required. The Council would also lose the ability to agree longer-term pricing and performance expectations through a contractual arrangement.

**5.2.** Option **2: Competitive Procurement**
This option was considered but rejected.
Market intelligence suggests there are no providers capable of delivering the same culturally responsive model of residential and nursing care at this scale. A procurement exercise is unlikely to attract equivalent providers and could create uncertainty for residents and families. The wider care home market continues to function primarily through spot purchasing arrangements and providers have limited incentive to participate in a competitive tender process where demand already exceeds supply.

**5.3.** Option **3: Direct Award (Preferred Option)**
This option is recommended.
It maintains continuity of care, preserves resident choice, secures access to a specialist service and allows the Council to continue working with a provider that is performing well. It also avoids unnecessary disruption whilst providing time to consider future commissioning arrangements.

## 6. Background information

### Current Provision and Proposed Arrangements

6.1. The Council currently purchases 39 block-purchased residential and nursing care beds from Ourris across two services that were last commissioned in November

2022, have been in place since before 2017. The current contract ends 21st November 2026

6.2. The current arrangements comprise two separate block contracts. The contract for Autumn Gardens is held with **Ourris Properties Limited** and covers 21 nursing beds and 7 residential beds. The contract for Anastasia Lodge is held with **Ourris Residential Homes Limited** and covers 11 residential beds. This reflects the provider's existing corporate and operational structure and has been the contractual arrangement since November 2022.

6.3. The proposal is to continue these arrangements through the award of two separate contracts, Residential for Anastacia, Nursing and Residential for Autumn Gardens, whilst maintaining a single commissioning approach across the provision. This will ensure continuity of care and maintain the existing operational arrangements that are familiar to residents, families and staff.

6.4. The proposed arrangements will commence on 22 November 2026 and will continue the existing service model. Due to the ownership and operating structure of the homes, separate contractual arrangements will continue to be maintained while operating under a single commissioning approach.

6.5. The proposal will secure continued access to 39 block-purchased beds for Haringey residents, maintain continuity of care and retain specialist culturally responsive provision for Greek, Cypriot and Turkish communities.

**6.6.** Why **the Proposed Contract Term is Appropriate**

The proposed contracts will commence on 22 November 2026 and run for a period of eight years, with break clauses exercisable by the Council after four years. The exercise of the break clauses will be informed by formal reviews undertaken in advance of the four-year point, considering service quality and performance, value for money, demand, market conditions and alignment with the Council's commissioning priorities.

6.7. An eight-year term provides greater stability and certainty than an initial four-year contract with an option to extend. It establishes a clear, longer-term commitment from the outset, enabling the Council and providers to plan on a more strategic basis rather than treating the first four years as a short-term arrangement pending a further award decision. This supports continuity for residents and their families, as well as longer-term workforce planning, investment and service development.

6.8. This stability is particularly important for residential and nursing care services, which support some of the borough's most vulnerable residents. Many residents benefit from continuity of care, familiar surroundings and established relationships with staff. A longer-term arrangement also provides greater certainty over the availability of dedicated residential and nursing care capacity for Haringey residents.

6.9. For the providers, greater certainty over future demand supports more effective planning for recruitment, staff retention, training, property maintenance and service improvement. This should contribute to provider sustainability and reduce

the risks associated with repeated procurement exercises or uncertainty about whether the contracts will be extended after an initial four-year term.

6.10. The break clauses maintain appropriate flexibility and protect the Council's interests. Unlike an option to extend, the contracts will not require a further decision at year four simply to continue beyond that point. They will continue automatically for the full eight-year term unless the Council decides, following review, that exercising the break clauses is appropriate. This reduces administrative and procurement activity while preserving a clear opportunity for the Council to exit the arrangements if performance, quality, value for money, demand, market conditions or commissioning priorities no longer support their continuation.

6.11. The proposed approach therefore provides the benefits of long-term contractual stability while retaining a meaningful safeguard at the four-year point. It balances continuity for residents, capacity certainty and provider sustainability with the Council's need to maintain effective oversight and respond to changing circumstances.

**6.12.** Demand**, Occupancy and Continued Need**
Demand for the service remains consistently strong and contract monitoring demonstrates high occupancy across both homes throughout the current contract period.

6.13. Occupancy at Autumn Gardens has remained consistently high, with the home typically operating at or close to full occupancy and regularly achieving the contractual target of 98% occupancy. Contract monitoring data shows that the majority of vacancies are filled quickly when they arise and occupancy has remained stable over a sustained period.

6.14. Anastasia Lodge has also maintained high occupancy levels, typically operating with 10 or 11 of the 11 block-purchased beds occupied and frequently achieving full occupancy. Vacancies have generally been short-term and filled through referrals from Haringey Brokerage.

6.15. The current block arrangement comprises 39 beds across both homes and contract monitoring information demonstrates continued referral activity and ongoing demand for placements. The evidence indicates that demand remains sufficient to justify maintaining the current level of commissioned capacity.

6.16. Although Haringey has a comparatively low reliance on residential and nursing care when compared with many other local authorities, residential and nursing care continues to play a vital role for residents whose assessed needs can no longer be met safely in community-based settings. The sustained occupancy levels across both homes demonstrate that the existing capacity of 39 beds remains appropriate and continues to meet local need.

6.17. Haringey also has a growing older population and increasing levels of frailty. The Council's Needs and Gaps Analysis identified an ongoing requirement for residential and nursing care provision, particularly where services can meet the

cultural, linguistic, dietary and faith-related needs of residents from diverse communities.

6.18. The proposal will therefore maintain an established and well-utilised service that continues to meet a clearly evidenced need within the borough.

**6.19.** Market **Assessment and Alternative Provision**
A review of the market was undertaken during June and July 2026 to assess whether alternative provision exists that could deliver an equivalent service to that currently provided by Ourris.

6.20. The review included analysis of Care Quality Commission registered providers, review of Community Care market intelligence, desktop research of provider websites and service specifications, consideration of specialist cultural, linguistic and faith-based services, engagement with operational colleagues, brokerage intelligence, and wider market intelligence gathered through routine commissioning activity.

6.21. For the purposes of the assessment, a comparable provider was defined as one capable of:

- Providing both residential and nursing care.
- Supporting older people with dementia, frailty and complex health conditions.
- Meeting cultural, linguistic, dietary and faith-related needs.
- Providing culturally responsive support for Greek, Cypriot and Turkish communities.
- Delivering services at an equivalent quality standard.
- Offering sufficient capacity to support Haringey residents.

6.22. A number of residential and nursing care services were identified and reviewed as part of the assessment. Whilst alternative providers were able to meet some of these requirements, none were found to offer the same combination of residential care, nursing care and established culturally responsive support for Greek, Cypriot and Turkish communities within approximately 75 miles of Haringey.

6.23. The assessment found that alternative providers generally lacked one or more of the following key elements:

- Nursing and residential care within the same provider model.
- Established Greek, Cypriot and Turkish language support.
- Cultural and faith-based activities tailored to those communities.
- Staff with experience of supporting residents from those communities.
- The same level of community connection and cultural familiarity reported by residents and families.

6.24. The review therefore concluded that Ourris occupies a unique position within the market. Whilst alternative residential and nursing care provision exists, no equivalent provider was identified that could deliver the same combination of specialist culturally responsive support and care capacity.

6.25. The loss of this provision would significantly reduce choice for residents seeking culturally responsive care and could create a gap in specialist provision that would be difficult to replace within the current market.

**6.26.** Service **Quality and Performance**
Contract monitoring demonstrates consistently strong performance across both services.

| **Measure** | **Autumn Gardens** | **Anastasia Lodge** |
|---|---|---|
| CQC Overall Rating | Good | Good |
| Latest Published Inspection | August 2020 | January 2020 |
| Latest CQC Review | Ongoing monitoring | July 2023 review confirmed rating unchanged |
| Care Plan Reviews | 100% compliance | 100% compliance |
| Medication Errors | None reported | None reported |
| Occupancy | Consistently high | Consistently high |
| Complaints | Very low | Very low |
| Agency Staff Usage | None routinely reported | None routinely reported |

6.27. Both homes continue to perform well against contractual expectations. Contract monitoring has demonstrated:
- high levels of resident and family satisfaction;
- very low levels of complaints;
- stable staffing arrangements;
- no reported medication errors;
- regular review of care plans; and
- positive feedback from residents, relatives and operational teams.

6.28. The Council has not identified any significant contract compliance concerns, service suspensions or placement embargoes during the current contractual arrangements. Monitoring indicates that both services continue to provide safe, effective and culturally responsive care.

**6.29.** Financial **Information**
The proposed contract covers 39 block-purchased beds comprising 18 residential beds and 21 nursing beds.

6.30. The Year 1 contract value is estimated at £2,220,972, comprising:
- Autumn Gardens: £1,631,812
- Anastasia Lodge: £589,160.

6.31. The arrangement is based on block-purchased capacity. The Council pays for the contracted capacity in order to secure guaranteed access to specialist residential and nursing care provision for Haringey residents.

6.32. The estimated maximum contract value over the full potential eight-year term is £19.67m. This assumes:

- a four-year contract plus four-year extension;
- full utilisation of the contracted capacity;
- annual residential uplifts of 3.15%; and
- annual nursing uplifts of 2.69%.

6.33. Nursing rates presented in this report exclude NHS Funded Nursing Care payments, which are paid separately through national arrangements.

**6.34. Value for Money**

The proposal represents continuation of an established commissioned service and does not create new service expenditure. The annual costs will be met from existing Adult Social Care residential and nursing placement budgets.

6.35. The block arrangement provides access to a secured number of residential and nursing care beds at pre-agreed rates. This reduces the Council's reliance on spot purchasing arrangements, which are typically associated with higher costs due to urgent placement requirements, limited market availability and reduced purchasing leverage.

6.36. Securing capacity through a block arrangement also provides greater certainty around budget forecasting, financial planning and expenditure monitoring. By agreeing rates in advance, the Council is able to avoid fee fluctuations and negotiate more favourable rates than might otherwise be achievable through individual spot purchases.

6.37. The 2026/27 residential block rate is approximately 15% lower than the Council's average residential spot-purchase rate per week. The 2026/27 nursing block rate is approximately 19% lower than the Council's average nursing spot-purchase, excluding NHS Funded Nursing Care contributions.

6.38. The block arrangement therefore provides demonstrable cost avoidance when compared with purchasing equivalent placements through the spot market. It also provides guaranteed access to specialist residential and nursing care capacity whilst reducing exposure to market pressures and unplanned fee increases.

6.39. The Council considers the proposal to represent value for money when assessed alongside:

- the lower cost of block-purchased beds compared with average spot-purchase rates;
- continuity of care for existing residents;
- guaranteed access to 39 residential and nursing care beds;
- reduced exposure to market volatility and placement shortages;
- continued provision of specialist culturally responsive care; and
- the absence of equivalent alternative provision identified through the market assessment.

6.40. Taking these factors into account, the proposed arrangement is considered to represent a reasonable and proportionate use of public funds whilst securing continued access to a specialist service that meets an identified need within the borough.

**6.41.** Resident **Choice and Engagement**
The block-purchased arrangement secures dedicated residential and nursing care capacity for Haringey residents but does not remove individual choice.
Placements will continue to be made based on a person's assessed eligible needs, suitability, preferences and informed choice. Residents will only be offered a placement where the service is capable of meeting their assessed needs and where the placement is consistent with their wishes and circumstances.

6.42. The proposal therefore supports rather than limits resident choice by ensuring that specialist culturally responsive residential and nursing care remains available as an option for residents who wish to access it.

6.43. Feedback has been gathered through routine contract monitoring activity, engagement with residents and relatives, operational feedback from Adult Social Care teams and ongoing discussions with the provider.

6.44. Feedback has consistently highlighted the importance of:

- Maintaining language and cultural connections.
- Accessing culturally familiar food, activities and celebrations.
- Maintaining faith and community links.
- Being supported by staff who understand residents' backgrounds and lived experiences.
- Remaining close to family, friends and community networks.

6.45. Operational teams have also advised that identifying alternative provision capable of delivering the same culturally responsive model of care would be extremely challenging.

6.46. Overall, feedback from residents, relatives, operational teams and commissioning colleagues has been strongly supportive of maintaining the current arrangements

**6.47.** Equality **and Inclusion**
Whilst Ourris has particular strengths in supporting Greek, Cypriot and Turkish communities, the service is open to all residents whose needs can be appropriately met.

6.48. Access to the service is based on assessed need, suitability and individual choice rather than ethnicity, language, religion or cultural background. Residents will continue to be offered placements based on their eligible care and support needs and whether the service is capable of meeting those needs safely and effectively.

6.49. The proposal supports the Council's duties under the Equality Act 2010 by helping to ensure that services remain accessible, inclusive and responsive to the diverse needs of Haringey residents.

6.50. The homes have established experience in supporting residents with a wide range of needs and protected characteristics. In addition to cultural and linguistic needs, consideration has been given to age, disability, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, marriage and civil partnership, and communication needs.

6.51. The proposal will help maintain access to services that can respond to individual preferences and protected characteristics whilst ensuring that residents continue to receive person-centred care that promotes dignity, independence, wellbeing and inclusion.

6.52. An Equality Impact Assessment has been completed alongside this report and identifies that the proposal is expected to have a positive impact by maintaining access to specialist residential and nursing care provision and supporting resident choice, continuity of care and community connections.

6.53. The proposal is therefore considered consistent with the Council's Public Sector Equality Duty and wider commitment to reducing inequalities and improving outcomes for residents from all communities.

**6.54. Risk and Mitigations**

The proposed arrangements provide a number of benefits for residents and the Council. The key risks and mitigating actions are set out below.

| **Risk** | **Mitigation** |
|---|---|
| **Reliance on a single provider** | Ongoing contract monitoring, quality assurance visits and periodic market review. |
| **Provider financial failure** | Financial monitoring and business continuity planning. |
| **Deterioration in quality** | Regular performance monitoring, quality assurance visits and improvement planning where required. |
| **Workforce pressures** | Monitoring of staffing levels, vacancies, retention and agency usage. |
| **Reduced demand** | Continued review of occupancy, demand trends and future commissioning requirements. |
| **Fee increases above assumptions** | Agreed uplift arrangements and ongoing financial monitoring. |
| **Loss of provision through closure of either home** | Business continuity arrangements and contingency planning for alternative placements. |
| **Procurement challenge** | Clear evidence of need, resident choice, provider performance and lack of equivalent alternative provision. |

6.55. These risks will be managed through the Council's established commissioning, contract management and quality assurance arrangements. The proposed review at the end of year four will provide an opportunity to assess provider performance, demand, value for money and future commissioning requirements.

## 7. Contribution to the Corporate Delivery Plan 2024-2026 High Level Strategic Outcomes

7.1. The proposed direct award supports the priorities set out within Haringey Council's Corporate Delivery Plan 2024-2026 and contributes to the Council's ambition to build a fairer, greener Haringey. In particular, the proposal supports the themes of Adults, Health and Welfare, Resident Experience and Enabling Success, and Culturally Rich Borough by ensuring that older residents with complex care needs can access high-quality, personalised care and support.

7.2. The proposal contributes to the Corporate Delivery Plan by:

- Supporting older and vulnerable adults to live safely, with dignity and as much independence as possible when residential or nursing care is required.
- Maintaining access to high-quality residential and nursing care for residents with dementia, frailty, nursing needs and other complex health conditions.
- Promoting wellbeing and reducing inequalities by ensuring services are responsive to residents' individual cultural, linguistic, religious and social needs.
- Supporting resident choice by maintaining access to a specialist service that enables individuals to remain connected to their communities, cultural identity, language and faith.
- Contributing to a diverse, sustainable and resilient adult social care market capable of meeting the needs of Haringey's growing and increasingly diverse older population.
- Delivering person-centred care that improves outcomes for residents and supports the Council's commitment to working with communities and recognising their strengths.

7.3. The proposal is also consistent with the principles of the Haringey Deal by valuing diversity, supporting inclusion and ensuring that the voices and needs of communities that can be underrepresented within mainstream services continue to be reflected within commissioning decisions.

7.4. Finally, the proposal supports the objectives of the Adult Social Care Strategy and Market Position Statement by maintaining sufficient residential and nursing care capacity while ensuring services remain accessible, personalised, culturally responsive and focused on improving resident wellbeing.

## 8. Carbon and Climate Change

8.1. The proposal relates to the continuation of an existing service and is therefore not expected to have a significant impact on carbon emissions or energy consumption.

8.2. The continued use of local provision helps reduce the need for placements further from residents' communities and support networks. This may reduce travel by family members, carers and professionals when compared with placements located further from Haringey.

8.3. There are no identified climate-related risks arising directly from the proposed contract award. The contract will continue to support local provision that enables residents to remain connected to their communities and services.

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

### 9.1. Finance

9.1.1. The report seeks approval to contract 39 block-purchased beds comprising 18 residential beds and 21 nursing beds, of which the Autumn Gardens will provide 7 residential beds and 21 nursing beds, and 11 residential beds will be commissioned from Anastasia Lodge.

9.1.2. The total expected annual net contract value for Autumn Gardens is £1,613,812. The net value of Autumn Garden's contract is after the contribution of Free Nursing Care paid by the ICB. The contract value for the 11 residential beds with Anastasia Lodge is £589,160. The cost of these 39 block-purchased beds is built into Adult Social Care's placement budget.

9.1.3. The estimated maximum contract value over the full potential eight-year term is £19.67m. This assumes:

- a four-year contract plus four-year extension;
- full utilisation of the contracted capacity;
- annual residential uplifts of 3.15%; and
- annual nursing uplifts of 2.69%.

9.1.4. The placement budget assumes that these beds will continue to be utilised into future years, with an inflationary uplift applied annually in line with the assumptions above.

### 9.2. Procurement

9.2.1. The proposed services fall within the scope of the Procurement Act 2023 as a Light Touch Contract, comprising residential and nursing care services. The normal expectation for contracts of this value would be to undertake a competitive procurement process.

9.2.2. However, the Procurement Act 2023 permits direct award in the circumstances set out within Schedule 5. In this instance, the direct award is supported by the market

assessment undertaken by the commissioning service, which concluded that there is no reasonable alternative provider capable of delivering the same combination of residential care, nursing care and culturally responsive support for Greek, Cypriot and Turkish communities, at the required scale, quality and geographical accessibility. As set out within the report, no comparable provision has been identified within approximately 75 miles of the borough. The proposed direct award is therefore considered capable of being justified under the relevant Schedule 5 direct award provisions

9.2.3. The prospective block arrangements represent value for money. The report demonstrates that the agreed residential and nursing bed rates are approximately 15% and 19% lower respectively, than the Council's equivalent spot-purchase rates, whilst also securing guaranteed access to specialist provision and reducing exposure to market volatility and placement shortages.

9.2.4. Appropriate contract management and performance monitoring arrangements will be implemented throughout the contract term. The contracts will include defined performance measures and quality standards to ensure delivery of required outcomes, continued value for money and effective management of service delivery and provider risks.

9.2.5. In accordance with Contract Standing Orders 2.01(b) and 2.01(c), Cabinet has authority to approve both the commencement of procurement activity and the award of contracts where the aggregate value exceeds £500,000.

**9.3. Director of Legal & Governance**

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

9.3.2. The services are subject to the tendering requirements set out in the Procurement Act 2023 (the Act). However, a direct award is permitted in certain circumstances which are set out in Schedule 5 of the Act. Section 6 of Schedule 5 allows for a direct award where competition is absent for technical reasons meaning only one supplier can provide the services.

9.3.3. The award of the contracts will be a Key Decision and as such needs to comply with the Council's governance processes in respect of Key Decisions including publication in the Forward Plan.

9.3.4. Cabinet has power to approve the recommendations under CSO 2.01 c) (award of contracts valued at £500,000 or more).

9.3.5. The Director of Legal and Governance confirms that there are no legal reasons preventing Cabinet from approving the recommendations in this report.

**9.4. Equality**

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

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

9.4.2. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation.

9.4.3. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.4.4. This report seeks approval to directly award contracts to Ourris for the continued provision of 39 residential and nursing care beds across Autumn Gardens and Anastasia Lodge. The proposal will maintain an existing service that supports older people, including people living with dementia, frailty, nursing needs and other complex health conditions.

9.4.5. The residents most likely to be affected by this decision are older people and disabled people, as these groups make up the majority of people who require residential and nursing care services. The proposal is expected to have a positive impact by maintaining access to care, supporting continuity of care and avoiding unnecessary disruption for current and future residents.

9.4.6. The service also provides culturally responsive care for Greek, Cypriot and Turkish communities. This includes support with language, culture, faith and community connections. Feedback from residents, families and operational teams has highlighted the importance of maintaining these aspects of support. Continuing the contracts will help ensure that people who value this provision continue to have access to it.

9.4.7. The service remains open to all residents whose assessed needs can be met by the provider. Access is based on need, suitability and individual choice rather than any protected characteristic. The proposal therefore supports resident choice whilst helping ensure services remain responsive to the diverse needs of Haringey residents.

9.4.8. The Needs and Gaps Analysis completed as part of this work identified ongoing demand for culturally responsive residential and nursing care. The analysis found no equivalent provider within approximately 75 miles offering the same combination of residential care, nursing care and culturally specific support.

9.4.9. If the contracts were not awarded, residents could experience reduced choice and there would be a risk that some people would be unable to access care that reflects their cultural, linguistic or faith needs. The proposed direct award mitigates this risk by maintaining an established and well-performing service and avoiding disruption to residents and their families.

9.4.10. The proposal has been informed by contract monitoring, operational feedback, commissioning activity and engagement with the provider. Resident and family feedback gathered through routine monitoring has highlighted the value of maintaining language, cultural and community connections alongside good quality care.

9.4.11. An Equality Impact Assessment (EqIA) has been completed and accompanies this report. The EqIA concludes that the proposal is expected to have an overall positive impact by maintaining access to specialist residential and nursing care provision, supporting continuity of care and preserving resident choice. No significant adverse equality impacts have been identified.

9.4.12. As an organisation carrying out a public function on behalf of a public body, Ourris will be required to have due regard to the need to achieve the three aims of the Public Sector Equality Duty. Appropriate contract management arrangements will continue to be in place to ensure service delivery remains inclusive, accessible and responsive to residents' needs.

## 10. Use of Appendices

**Appendix A** - Needs and Gaps Analysis for Residential and Nursing Care Services Delivered by Ourris.

**Appendix B** - Equality Impact Assessment (EqIA).

## 11. Background papers

Adult Social Care Strategy: Supporting Adults in Haringey.
Adult Social Care Market Position Statement.
Ourris Needs and Gaps Analysis (July 2026).
Ourris Business Case (July 2026).

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# Needs & Gaps Analysis Template

## Commissioning Panel Submission Guidance

## Introduction to this template

The purpose of this template is to ensure a standardised process for producing needs and/or gaps analyses across Haringey Council

This template sets out:

- the different sections that should be included in these reports, with suggested word counts for each section.
- the content that should be included in each section of the report.

It is important to distinguish between a needs and/or gaps analysis. Please see the guide below for more information:

- **Needs analysis:** the aim is to identify the **nature and extent of need** within a population.
  *Example: a needs analysis might provide information about the rate of children in low-income families, or the rate of health conditions across the population.*
- **Gaps analysis:** looks at **service provision**, how sufficient it is and where there are gaps. To do this it is likely that a brief overview of the level of need will be required, however a gaps analysis should focus predominantly on the provision.
  *Example: a gaps analysis might set out the number and types of education providers in the borough and explore whether there are enough providers of each type to meet the demand for places.*

  A gaps analysis can also be used where there is a significant **change to a process**, which might also include making changes around how officers work (including upskilling and/or amendments to local use guidance). In these instances, a gaps analysis will highlight the differences in the 'before' and 'after' processes and seek to ensure that the transition from one to the other is structured using standardised change and/or project management principles.

- **Needs and gaps analysis:** in many cases, these two types of report will be combined into a 'needs and gaps analysis'. This report will usually start with a detailed needs analysis and then cover the service provision and any gaps.

Before commencing a needs and/or gaps analysis, it is also necessary to consider who will be involved in creating the report. It is essential that the report is not completed solely by data practitioners, but also includes relevant stakeholders from across the service, including managers and operational staff. This will help to ensure that the report meets its purpose and is both needs-based and evidence led.

# Direct Award for Ourris Limited: Residential and Nursing Care Services

## Residential and Nursing Homes

## July 2026

Paul German

Commissioning Officer

Adult Social Care Commissioning

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## Introduction

The introduction should **briefly** set out **what the report is about**, state its **high-level purpose**, and give an overview of the **methodology**.

The introduction should make clear whether the report is a 'needs analysis', a 'gaps analysis' or a 'needs and gap analysis'. For more detail on each of these types of report, please see the introduction to this template document.

It is also important to be clear what is in **scope** for the report and what is not. This includes clearly defining the cohort that you are interested in, for example the age ranges and whether you are only looking at Haringey residents. Any acronyms that will be used in the report should be spelled out and explained if necessary.

This report provides a needs and gaps analysis of residential and nursing care provision for older people, particularly those aged 65 and over who require culturally appropriate care and support. The purpose is to assess whether the current provision delivered by Ourris Properties Limited and Ourris Residential Homes Limited continues to meet local need and whether there are gaps in the market that require a commissioning response.

Particular consideration is given to the needs of Greek, Cypriot and Turkish residents, whose cultural, language, dietary and community needs may not be met through mainstream provision. The analysis draws on commissioning information, market intelligence, service performance data and operational feedback to inform future commissioning decisions.

**Maximum word count: 100 words**

## Purpose and scope

This section should start by outlining the **overall objective** of the report. Common objectives of a needs or gaps analysis would be to improve understanding on a particular topic or to help inform a key decision.

There should then be more detail on the report's **specific aims**. For example, these could include providing up-to-date data of the current situation, assessing the cost and benefits of different options, and supplying recommendations of next steps.

This section should end with a **brief overview** of what would be accomplished if these aims were met. This is likely to refer to improving outcomes for children in the borough.

**Maximum word count: 200-300 words**

The purpose of this report is to understand whether current Ourris provision remains necessary and whether there are suitable alternatives available within the market.

The report aims to:

- Review the current service and how it is performing.
- Assess ongoing demand for residential and nursing care placements for people over the age of 65.
- Examine the availability of alternative providers.
- Identify any gaps in provision
- Identify to what extent provision for adults aged over 65 meets our Equality Act duties, with regards to the cultural needs of residents in Haringey from the Cypriot, Greek and Turkish communities
- Understand the risks associated with changing or ending the current arrangements.
- Understand costs of this service and similar types of provision
- Inform future commissioning and procurement decisions.

Ourris currently provides a unique service which combines residential care, nursing care and culturally appropriate support for Greek, Cypriot and Turkish communities. This analysis considers whether those needs could be met elsewhere and what the impact would be if the service was no longer available.

Meeting these aims will help ensure residents from minority communities in Haringey continue to receive safe, appropriate, culturally-specific care while supporting effective use of council resources. It will also ensure that we secure this specialist provision at a pre-agreed rate with built-in, predictable uplift clauses that will ensure continuity of care, at predictable rates.

*Example: for a gaps analysis on child mental health provision, the overall objective might be to ascertain whether the mental health services that are currently available meet the needs of children in the borough. Within that overall objective, the aims of the report might be to:*

- *Map existing mental health provision, showing the locations where providers are based and the cohorts they serve.*
- *Evaluate the current cost of these services.*

- *Analyse gaps where existing services are not meeting the needs of children in the borough by mapping areas with the longest wait-times for services and the highest rates of emergency admissions for mental health.*
- *Explore potential options for improving the service to close these gaps, alongside a cost-benefit analysis of each option.*
- *Provide recommendations on the next steps for improving the mental health provision for children in Haringey.*

*This section could end with an overview of what will be accomplished, such as: 'in meeting these aims, this report will help to guide Haringey Council in improving the service provision for children with mental health needs in the borough.'*

**National Context**

This section should provide an **overview of national trends** to help **benchmark** the situation in Haringey. It should also provide any **relevant narrative** which could help to **explain these trends**. This context might include any changes to national legislation, or events such as the Covid-19 pandemic or the cost-of-living crisis, if they impact on the trends discussed in the report.

Nationally, adult social care policy continues to promote independence, prevention and support at home wherever possible. However, residential and nursing care remain essential for people whose needs can no longer be viably and safely met through community-based services.

Across London and North Central London, demand for residential and nursing care continues to exceed available capacity in many localities, resulting in increasing competition for placements and upward pressure on fees. Nursing care is particularly important for people with complex health conditions, frailty, dementia and multiple long-term conditions.

Across North Central London (NCL), councils continue to face increasing demand and cost pressures within the residential and nursing care market. Benchmarking data shows that Haringey's use of residential and nursing placements is broadly in line with neighbouring boroughs and reflects similar levels of need. Fee comparisons also demonstrate that the rates paid to Ourris are consistent with those paid by neighbouring authorities. Notably, Enfield Council pays the same rates as Haringey for placements at Ourris, providing assurance that the Council is securing this specialist provision at a market-aligned price. Given the combination of residential care, nursing care and culturally responsive support provided by Ourris, this represents good value for money and helps ensure the Council can continue to meet the needs of residents who may benefit from care that reflects their language, cultural and community connections.

The Care Act 2014 places a duty on local authorities to ensure sufficient provision exists to meet eligible care and support needs while promoting wellbeing, choice and control. This includes consideration of cultural, linguistic and social needs when arranging care.

Whilst national policy seeks to support people to remain independent for as long as possible, residential and nursing care remain essential for people whose needs can no longer be safely supported in the community. In 2024/25, Haringey's rate of long-term support admissions for people aged 65 and over into residential and nursing care homes was 558 per 100,000 population (ASCOF Measure 2C, https://app.powerbi.com/view?r=eyJrIjoiNmUyZTgxYjQtNTY1My00NWIxLWE3YWQtNDhkZmMxYzY1MGNjIiwidCI6IjM3YzM1NGIyLTg1YjAtNDdmNS1iMjIyLTA3YjQ4ZDc3NGVlMyJ9), compared with an England average of 592.5. Haringey ranked 59th nationally, suggesting the borough is already supporting many residents to remain independent whilst maintaining access to residential and nursing care where required.

Although national policy seeks to reduce unnecessary admissions into long-term care, residential and nursing care remain essential services for individuals whose assessed needs cannot safely be met within community settings. The purpose of this

provision is not to increase reliance on care homes but to ensure appropriate support remains available for those who require it.

**Maximum word count: 200-300 words**

***To note**: **every time** figures are quoted, or data is used within the report, it needs to **clearly state the source** of that data. This will include: the officer or organisation the data comes from, when it was published, what date(s) the data refers to. This can be done using footnotes to avoid breaking up the flow of the narrative.*

*Example: 'in 2023 Haringey had a baseline figure of 352 Lone Parent families'[1] [1](source: ONS Census 2021, published October 2023 [insert hyperlink to webpage]).*

*As well as benchmarking against national averages, it can also be helpful to include comparisons with similar local authorities. This helps to give the reader a more direct comparison for the situation in Haringey. There are different groups of local authorities that Haringey can be compared to. These include:*

- *Haringey's geographical neighbours (Barnet, Camden, Enfield, Hackney, Islington, Waltham Forest)*
- *All London boroughs.*

## Local Context

While the 'national context' section covers any additional information that helps the reader to understand trends at a national level, the 'local context' section should cover additional information **specific to Haringey**. This includes any **local demographic factors** that might influence the level of need, as well as any **local strategies or plans** that are relevant to the report.

It would also be useful to include information on whether the report sits within a wider scheme of work. This helps to provide necessary context to the report so that the reader can understand what is being done and why.

Published council policies and plans can be found here: All council policies and plans | Haringey Council. It may also be worth checking local Shared Drives to see if there are other unpublished reports or strategies that could be relevant.

**Maximum word count: 200-300 words**

Haringey has a growing older population and increasing demand for services that support people with frailty, dementia, complex health conditions and other age-related care needs. The borough had approximately 27,700 residents aged 65 and over in 2022, representing around 11% of the population, and this number is projected to increase by almost 40% to 40,000 residents by 2031. Haringey has experienced a 24% increase in residents aged 65 and over since the 2011 Census, making older people one of the fastest growing population groups in the borough.

The increasing older population is expected to result in higher levels of age-related health and care needs. The JSNA identifies significant projected growth in dementia, diabetes, frailty and other long-term conditions commonly associated with residential and nursing care. Across North Central London, Haringey has one of the highest estimated levels of frailty, with approximately 14% of residents aged 50 and over estimated to be living with frailty, dementia, complex health conditions and other age-related care needs, which is equivalent to around 10,290 people, compared with 11% across North Central London overall.

Haringey is also one of London's most diverse boroughs and is home to long-established Greek, Turkish and Cypriot communities. The Council's Adult Social Care Strategy and Market Position Statement recognise the importance of ensuring services are culturally responsive and able to meet residents' language, faith, dietary and cultural needs.

The Market Position Statement specifically identifies a need for residential and nursing care provision that includes culturally appropriate care for people with complex health conditions and dementia.

Ourris currently provides Haringey with 39 block-purchased beds on behalf of the Council, comprising 18 residential beds and 21 nursing beds across Autumn Gardens and Anastasia Lodge. Both homes are rated Good by the Care Quality Commission and provide a specialist model of care designed to support Greek, Cypriot and Turkish residents whilst remaining open to people from all backgrounds. The service therefore contributes to the Council's wider objective of maintaining sufficient, high-quality and culturally appropriate residential and nursing care provision for an increasingly ageing population.

The recommissioning of this contract also aligns with a concurrent strategy under discussion, where we will be looking to secure current occupied beds in residential and nursing care through block arrangements going forward, rather than the current spot arrangements that are in place.

The proposal aligns with the Adult Social Care Strategy Adult Social Care Strategy: Supporting Adults in Haringey | Haringey Council , Market Position Statement Adult social services market position statement | Haringey Council and wider commissioning intentions, which recognise the importance of maintaining sufficient residential and nursing care capacity whilst ensuring services are personalised, culturally responsive and focused on improving outcomes for residents.

## Current Need/Situation

This purpose of this section is to provide information on the **current level of need**, to help inform recommendations and decisions.

- List current services, providers, and delivery models.
- Summarise service capacity, coverage, and accessibility.
- Include performance data (e.g., KPIs, satisfaction scores, waiting times).
- Identify strengths, challenges, and areas of underperformance.
- Note any recent changes or innovations in service delivery.

Demand for residential and nursing care continues, alongside wider strategic efforts to support people to remain independent of commissioned care for longer. The Council currently commissions 39 block-purchased beds through Ourris and continues to require access to residential and nursing care capacity for residents with complex health needs, frailty and dementia, as described above. The projected growth in Haringey's older population suggests that demand for this type of provision will continue over the medium to long term, in addition to other kinds of support, such as home care.

Performance information demonstrates a stable and effective service. Contract monitoring undertaken throughout 2023/24 and 2025/26 demonstrates that Autumn Gardens and Anastasia Lodge continue to perform well against the Council's contractual requirements. Key findings include:

- Both homes continue to hold a Good CQC rating.
- Resident satisfaction consistently met or exceeded the Council's 90% target.
- Carer satisfaction consistently met or exceeded the Council's 90% target.
- 100% of care and support plans were reviewed in line with contractual requirements.
- No medication errors were reported at either service during the monitoring period.
- Occupancy remained consistently high, generally ranging between 95%-100% at Anastasia Lodge and 96%-100% at Autumn Gardens, demonstrating ongoing demand for the provision.
- Staffing remained stable, with no agency staff reported and permanent staffing levels increasing over the monitoring period.
- Complaints remained low, compliments continued to be received from residents and families, and safeguarding concerns were limited with appropriate actions taken where required.

These indicators provide assurance that the service continues to deliver safe, effective and culturally responsive care, with positive outcomes for residents and families.

The service currently provides 39 block-purchased beds across two CQC-rated Good care homes, comprising 18 residential beds at Anastasia Lodge and 21 nursing beds at Autumn Gardens. Haringey's population aged 65 and over is projected to increase by 40% by 2031, while local frailty levels remain amongst the highest in North Central London. This demographic growth, combined with ongoing demand for residential, nursing and dementia care placements, indicates a continuing need for the provision. Ourris plays an important role within the Council's commissioned care-home market

and provides a unique culturally responsive service for Greek, Cypriot and Turkish communities that is not readily available elsewhere.

Current Residential and Nursing Care Providers Used by Haringey (65+)

| Provider | Care Type | Current Placements (65+) | Borough Location | Notes |
|---|---|---|---|---|
| Sunbridge Care Home | Residential | 24 | Out of Borough | One of the most frequently used residential providers. |
| Murrayfield Care Home | Nursing | 23 | Out of Borough | High level of nursing placement activity. |
| Stamford Care Home | Nursing | 19 | Out of Borough | Significant nursing capacity utilised by the Council. |
| Autumn Gardens (Ourris) | Nursing | 17 | In Borough | Specialist culturally responsive nursing provision. |
| Peregrine House | Residential | 15 | Out of Borough | Frequently used residential provider. |
| Priscilla Wakefield House Block | Nursing | 14 | Out of Borough | Regular nursing placement provider. |
| Heathgrove Lodge Care Home | Residential | 12 | Out of Borough | Frequently commissioned residential care. |
| Eliza House | Residential | 12 | Out of Borough | Regularly used residential provider. |
| Anastasia Lodge (Ourris) | Residential | 11 | In Borough | Specialist culturally responsive residential care provision. |
| Abbey Ravenscroft Park Nursing Home | Nursing | 10 | Out of Borough | Frequently commissioned nursing care. |

**Maximum word count: 1000 words**

## Gaps Analysis

The purpose of this section is to demonstrate where there are **gaps** in current service provision, by comparing the current level of need with the availability of provision. This can be broken down in more detail such as by geographical area or by cohort.

- Highlight gaps in service provision
- Identify groups experiencing inequalities or barriers.
- How much of the service or good is needed
- Include findings from stakeholder engagement or user feedback.
- Prioritise needs based on urgency, impact, and feasibility.

This section should also outline **why** this need is not currently being met, as this will help the reader understand the potential barriers. It is **essential** that this section includes input from relevant stakeholders within the service to ensure that the data presented reflects the reality of the situation and any necessary context is provided. Additional narrative provided by stakeholders should be supplied alongside the data.

The review identified a significant gap in the availability of culturally responsive residential and nursing care for older people from Greek, Greek Cypriot and Turkish communities.

Ourris currently provides 39 block-purchased beds on behalf of the Council, comprising 18 residential beds at Anastasia Lodge and 21 nursing beds at Autumn Gardens. Contract monitoring demonstrates consistently high occupancy levels, generally ranging between 95% and 100%, indicating continued demand for the provision.

Market intelligence, operational feedback and commissioning reviews have not identified another provider within approximately 50 to 75 miles that offers the same combination of residential care, nursing care and culturally specific support for Greek, Cypriot and Turkish communities. Whilst alternative care homes exist across North London, these services do not generally provide the same level of language support, cultural understanding or community connections. This represents a clear market gap should the current arrangement cease.

The review also identified a potential equality issue. Older people whose first language is not English can experience barriers when accessing residential and nursing care, particularly where providers are unable to meet language, cultural, dietary or faith-related needs. Feedback gathered through contract monitoring and commissioning activity demonstrates that residents and families value services that enable them to maintain their language, cultural identity, religious practices and community links. The availability of culturally responsive provision helps reduce social isolation and supports positive wellbeing outcomes.

Evidence reviewed as part of this analysis included contract monitoring reports, complaints and compliments data, safeguarding information, placement activity, operational feedback and resident and family feedback. These sources consistently indicate that the service is performing well and meeting local need. Contract monitoring demonstrates achievement of key performance indicators, including resident and carer satisfaction targets, 100% completion of care plan reviews and no reported medication errors during the monitoring period. Complaints and safeguarding

concerns remained low, whilst staffing remained stable with no reported use of agency staff. Occupancy levels remained consistently high, demonstrating ongoing demand for the service.

Overall, the evidence suggests there is not currently a gap in the quality of provision delivered by Ourris. The primary gap is in the wider market, where there is no identified alternative provider able to deliver the same combination of residential care, nursing care and culturally responsive support. The loss of this provision would reduce choice for residents and families and make it more difficult for the Council to meet the needs of some of its older residents.

**Maximum word count: 1000 words**

## Stakeholder views

- Include feedback from service users, carers, and families.
- Summarise views from service providers, voluntary sector partners, and professionals.
- Note any consultation activities (e.g., surveys, workshops, interviews).
- Identify areas of consensus and divergence among stakeholders.
- Highlight suggestions for improvement or innovation.

**Maximum word count: 300 words**

Feedback from operational teams is consistently positive and highlights the provider's ability to meet the cultural, language and social needs of residents.

Contract monitoring information indicates high levels of resident and family satisfaction, with performance consistently exceeding the Council's target of 90%. Complaints are low and safeguarding concerns are not a recurring issue.

Professionals involved in arranging placements report that identifying comparable alternative provision would be challenging due to the specialist nature of the service.

There is broad consensus amongst stakeholders that culturally responsive residential and nursing care remains important for a cohort of Haringey residents. The principal challenge identified is the limited availability of alternative providers capable of delivering equivalent support.  Feedback from operational teams is consistently positive. Staff report that the provider understands the needs of residents and their families and delivers care that reflects cultural preferences, language requirements and community connections.

### Recommendations/Options

This section provides recommendations or options as to the next steps the Council should take. In most cases, a needs or gaps analysis will provide **multiple alternative options** for senior colleagues to review and choose between. The options should cover a range of cost brackets and levels of achievability. In other words, if the first-choice option is likely to be intensive in terms of time, money or skills, the alternative options should be less time and resource intensive, in case the first option is not viable. The option of 'do nothing' or 'maintain business as usual' should be included to provide a comparison with the other options.

It is also useful to set out the potential benefits and risks of each option. Among other things, this could include factors such as the expected cost; time; resources; skills needed; or dependencies on other organisations.

While it is not recommended to use a table to display the options in the report due to the formatting constraints, the below table may be useful in showing what should be included for each option:

| Option | Outcome | Actions | Benefits | Risks |
|---|---|---|---|---|
| 1. Preferred option | | | | |
| 2. Alternative option | | | | |
| 3. Do nothing | | | | |

It should also be made clear whether the options proposed are **mutually exclusive** (i.e. only one of the options should be implemented), or whether **multiple options** could be implemented simultaneously.

Each option should be clearly separated and should state the anticipated result, as well as the actions setting out how we can get to this goal. The actions within each option should follow the **SMART objective framework**. This means the actions listed should be Specific, Measurable, Achievable, Realistic, and Time-bound.

It can be helpful to contextualise these goals and actions by explaining how they relate to market trends, competitors, other local authorities, or emerging technologies. The recommendations should also include a reference to the individuals or teams who would be involved in this work.

**Option 1: Direct Award and Contract Renewal (Recommended)**
Outcome
Continuation of culturally appropriate residential and nursing care provision.
Actions
- Complete needs and gaps analysis.
- Obtain governance approvals.
- Finalise direct award process.
- Implement revised contract and performance framework.

Benefits
- Maintains continuity of care.
- Preserves resident choice.
- Protects specialist provision.
- Reduces risk of placement disruption.

Risks
- Continued reliance on a single specialist provider.

**Option 2: Full Procurement Exercise**
Outcome
Market tested provision and potential identification of alternative providers.
Actions
- Develop specification.
- Complete market engagement.
- Undertake competitive procurement.

Benefits
- Demonstrates market testing.
- May identify additional providers.

Risks
- Limited market response.
- Potential disruption to residents.
- No guarantee of equivalent culturally specific provision.

**Option 3: Do Nothing**
Outcome
Current arrangements end with reliance on spot purchasing.
Actions
- No contract renewal.

Benefits
- No long-term contractual commitment.

Risks
- Loss of specialist provision.
- Reduced resident choice.
- Increased placement instability.
- Potential increase in costs through spot purchasing.

**Recommendation**
Based on the evidence available, Option 1 represents the most proportionate response to the identified need and market gap. It maintains access to specialist culturally responsive residential and nursing care, supports continuity of care and reduces the risks associated with service disruption, whilst continuing to deliver value for money and positive outcomes for residents.

**Maximum word count: 300 words**

# 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:** | **Direct Award to Ourris Limited for Residential and Nursing Care Services** |
| **Service Area:** | **Adult Social Care Commissioning** |
| **Officer Completing Assessment:** | **Paul German** |
| **Equalities Advisor:** | **[Type answer here].** |
| **Cabinet meeting date (if applicable):** | **[Type answer here].** |
| **Director/Assistant Director** | **Jo Baty** |

## 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).

**This EQIA assesses the impact of the proposal to award a direct contract to Ourris Properties Limited and Ourris Residential Homes Limited for the**

**provision of 39 block-purchased residential and nursing care beds across Autumn Gardens and Anastasia Lodge.**

**The proposal seeks to maintain an existing service rather than introduce a new service or reduce current provision. The service provides residential and nursing care to older adults, including individuals with frailty, dementia, complex health needs and disabilities. A distinctive feature of the service is its culturally responsive model of care, supporting Greek, Greek Cypriot and Turkish communities through language support, cultural understanding, dietary requirements, faith observance and community connections. There are no identified equivalent providers within approximately 50-75 miles.**

**The assessment identifies predominantly positive impacts for older people, disabled people, people from Greek, Cypriot and Turkish communities, and residents experiencing socioeconomic disadvantage. Continuing the service supports continuity of care, promotes wellbeing, reduces social isolation, enhances choice and helps the Council meet its obligations under the Care Act 2014 and Equality Act 2010.**

**No significant adverse impacts have been identified. The proposal will continue to be monitored through contract management arrangements, resident and family feedback, quality assurance activity and performance monitoring.**

## 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.

**Evidence used to inform this assessment includes:**

- **Contract monitoring reports.**
- **Resident and family feedback.**
- **Complaints and compliments data.**
- **Safeguarding information.**
- **Placement activity data.**
- **Operational feedback from Adult Social Care staff.**
- **Feedback gathered through commissioning and co-production activity.**
- **Discussions through the Commissioning Co-Production Board.**

**The approach includes consideration of residents with protected characteristics most likely to be impacted, particularly older people, disabled people, people from ethnic minority communities and**

**people experiencing language barriers. The proposal is informed by direct resident and family experience and by operational teams responsible for arranging placements.**

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

**Feedback indicates strong support for continuation of the service. Residents, families and professionals identified the following benefits:**

- **Ability to communicate in preferred languages.**
- **Maintenance of cultural identity and traditions.**
- **Support for religious and faith observance.**
- **Enhanced wellbeing and reduced isolation.**
- **Continuity of relationships and community connections.**
- **High levels of resident and family satisfaction.**

**Stakeholders consistently reported that identifying comparable alternative provision would be difficult due to the specialist and culturally responsive nature of the service.**

## 4. Data and Impact Analysis

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

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

## 4a. Age

**Data**

**Borough Profile**[1]

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

**Target Population Profile**

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

- 0-17 (XX%)
- 18-34 (XX%)
- 35-49 (XX%)
- 50-64 (XX%)
- 65+ (XX%)

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

- **Haringey JSNA.**
- **Placement and brokerage data.**
- **Contract monitoring information.**
- **Resident demographic information.**
- **Market Position Statement.**

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?

**Older people are substantially overrepresented within the target population compared with the wider borough population.**
**The proposal directly supports older residents with assessed care and support needs who require residential or nursing care and whose needs cannot safely be met through community services alone.**

**Potential Impacts**

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

**Positive**
The proposal maintains access to high-quality residential and nursing care, prevents disruption to existing placements and supports wellbeing, dignity, independence and quality of life for older adults.

## 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%

[2] Census, 2021 – Disability, England and Wales - Office for National Statistics (ons.gov.uk)

- 7.5% of residents people diagnosed with depression[3]
- 1.7% of residents diagnosed with a severe mental illness[4]
- 0.4% of people in Haringey have a learning disability[5]

**Target Population Profile**
**[If known, enter the profile of your target population].**

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

- **Care assessments.**
- **Contract monitoring reports.**
- **Placement data.**
- **JSNA.**
- **Operational feedback**

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?

**Disabled residents are significantly overrepresented within the service population.**
**Without the contract, there is potential for disruption to specialist support and loss of culturally responsive care for residents whose disabilities require ongoing support.**

**Potential Impacts**

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

**Positive**
Maintaining the service promotes equality of opportunity through continued access to specialist residential and nursing support, improved health outcomes and continuity of care.

## 4c. Gender Reassignment

[3] NHS Quality Outcomes Framework – Prevalence of diagnosed depression among GP registered population age 18+
[4] NHS Quality Outcomes Framework – Prevalence of diagnosed mental health diagnosis among GP registered population age 18+
[5] PHE Learning disability profiles – https://fingertips.phe.org.uk/learning-disabilities#page/0/gid/1938132702/pat/6/par/E12000007/ati/102/are/E09000014

**Data**
**Borough Profile**[6]

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

**Target Population Profile**

**[If known, enter the profile of your target population].**

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

**Contract monitoring reports.**
**Resident and family feedback.**
**Operational feedback from Adult Social Care teams.**
**Equality monitoring information where available.**
**Needs and Gaps Analysis for Ourris Residential and Nursing Care Services.**

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?

**No evidence has been identified that the proposal will disproportionately affect people undergoing gender reassignment.**

**Potential Impacts**

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

**Neutral**
**The service remains available to all eligible residents regardless of gender identity. No adverse impacts have been identified.**

## 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.

[6] Census, 2021 – Gender identity, England and Wales - Office for National Statistics (ons.gov.uk)

**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**

**[If known, enter the profile of your target population].**

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

**Resident demographic information where available.**
**Contract monitoring reports.**
**Adult Social Care placement data.**
**Operational feedback from Adult Social Care teams.**
**Needs and Gaps Analysis for Ourris Residential and Nursing Care Services.**

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?

**No evidence suggests individuals are impacted differently due to marriage or civil partnership status.**

**Potential Impacts**

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

**Neutral**
**No direct or indirect impact identified.**

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

## 4e. Pregnancy and Maternity

***Note[8]:***

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

**Data**

**Borough Profile [9]**

Live Births in Haringey 2021: 3,376

**Target Population Profile**

**[If known, enter the profile of your target population].**

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

**Contract monitoring reports.**
**Resident demographic information.**
**Adult Social Care placement data.**
**Operational feedback from Adult Social Care teams.**
**Needs and Gaps Analysis for Ourris Residential and Nursing Care Services.**

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?

**The primary service user group is older adults requiring residential or nursing care.**

**Potential Impacts**

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

**Neutral**
**No disproportionate impact identified.**

[8] Equality and Human Rights Commission, 2022 – Pregnancy and maternity discrimination.
[9] Births by Borough (ONS)

## 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/Norther Irish/British: 31.9%
- Irish: 2.2%
- Gypsy or Irish Traveller: 0.1%
- Roma: 0.8%
- Other White: 22.1%

**Target Population Profile**

**[If known, enter the profile of your target population].**

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

---

[10] Race discrimination | Equality and Human Rights Commission (equalityhumanrights.com)
[11] Census 2021 - Ethnic group, England and Wales - Office for National Statistics (ons.gov.uk)

- **Needs and gaps analysis.**
- **Market intelligence.**
- **Operational feedback.**
- **Resident and family feedback.**
- **Placement data.**

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?

**The service was specifically developed to meet the needs of Greek, Greek Cypriot and Turkish communities. It supports residents through culturally responsive care, language support and community connections. There are no known equivalent providers locally offering the same model of care.**

**Residents from Greek, Cypriot and Turkish communities are disproportionately represented among those seeking this specialist provision.**
**Loss of the service would reduce access to culturally appropriate care and could negatively affect wellbeing, communication and inclusion.**

**Potential Impacts**

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

  **Strongly Positive**
  **The proposal advances equality of opportunity by maintaining culturally and linguistically appropriate services. It supports residents to maintain identity, language, community links and cultural heritage.**

## 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%

[12] Census, 2021 – Religion, England and Wales - Office for National Statistics (ons.gov.uk)

- Other religion: 2.3%
- Religion not stated: 8.0%
- Sikh: 0.3%

**Target Population Profile**

**[If known, enter the profile of your target population].**

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

- **Contract monitoring reports.**
- **Resident and family feedback.**
- **Operational feedback.**
- **Needs and Gaps Analysis.**
- **Business Case evidence.**

**Potential Impacts**

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

**Positive**
**Continuation of the service supports residents' ability to practise and express their faith and beliefs in a familiar and supportive environment.**

## 4h. Sex

**Data**
**Borough profile** [13]

- Females: (51.8%)
- Males: (48.2%)

**Target Population Profile**

**[If known, enter the profile of your target population].**

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

- **Placement data.**
- **Contract monitoring reports.**
- **Resident demographic information.**
- **Needs and Gaps Analysis.**

[13] Census 2021 – Gender identity: age and sex, England and Wales - Office for National Statistics (ons.gov.uk)

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?

**There is no evidence that men or women are disproportionately represented within the proposal beyond the normal demographic profile associated with older people requiring residential and nursing care.**
**The proposal is a continuation of an existing service and access is determined by assessed need rather than sex. No barriers or differential impacts have been identified for either males or females.**
**Potential Impacts**

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

**Neutral**
**The proposal will have a neutral impact on the protected characteristic of sex. No differential impacts have been identified.**

## 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**

**[If known, enter the profile of your target population].**

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

- **Contract monitoring reports.**
- **Resident and family feedback.**
- **Operational feedback.**
- **Service policies and procedures.**

Detail the findings of the data.

[14] Census, 2021 – Sexual orientation, England and Wales - Office for National Statistics (ons.gov.uk)

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?

**There is no evidence that residents are disproportionately affected by the proposal because of their sexual orientation.**
**The service is available to all eligible residents and there is no evidence that continuation of the contract would create barriers for people who identify as lesbian, gay, bisexual or other sexual orientations.**
**Potential Impacts**

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

**Neutral**
**No specific positive or negative impacts have been identified relating to sexual orientation.**

## 4j. Socioeconomic Status

**Data**
**Borough profile**
**Income**

- 6.9% of the population of Haringey were claiming unemployment benefit as of April 2023[15]
- 19.6% of residents were claiming Universal Credit as of March 2023[16]
- 29.3% of jobs in Haringey are paid below the London Living Wage[17]

**Educational Attainment**

- Haringey ranks 25th out of 32 in London for GCSE attainment (% of pupils achieving strong 9-5 pass in English and Maths)[18]
- 3.7% of Haringey's working age population had no qualifications as of 2021[19]
- 5.0% were qualified to level one only[20]

**Area Deprivation**
Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas, or small neighbourhood areas) are

[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)

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**
**[If known, enter the profile of your target population].**
What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

- **Haringey State of the Borough data.**
- **Needs and Gaps Analysis.**
- **Placement and brokerage information.**
- **Contract monitoring reports.**
- **Market intelligence and provider benchmarking.**

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?

**Older people requiring residential and nursing care are more likely to experience financial vulnerability due to fixed incomes, disability, ill health and reliance upon publicly funded support.**
**The proposal protects access to specialist residential and nursing care provision and reduces the risk of residents needing to access potentially more expensive or less suitable alternatives. The block contract also helps provide stability and predictability of costs for the Council and residents.**

**Potential Impacts**

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

**Positive**
**The proposal supports residents experiencing socioeconomic disadvantage by maintaining access to specialist care services and reducing the risk of placement instability or reduced choice.**

## 5. Key Impacts Summary

**5a. Outline the key findings of your data analysis.**

**The assessment identifies predominantly positive impacts for older people, disabled people, people from Greek, Greek Cypriot and**

[21] IMD 2019 – English indices of deprivation 2019 - GOV.UK (www.gov.uk)

**Turkish communities, people observing particular faiths, and residents experiencing socioeconomic disadvantage.**
**The most significant equality benefit arises from the continuation of Haringey's only block-purchased culturally responsive residential and nursing care service. No significant adverse impacts have been identified across any protected characteristic.**

**5b. Intersectionality**

- Many proposals will predominantly impact individuals who have more than one protected characteristic, thereby transforming the impact of the decision.
- This section is about applying a systemic analysis to the impact of the decision and ensuring protected characteristics are not considered in isolation from the individuals who embody them.
- Please consider if there is an impact on one or more of the protected groups? Who are the groups and what is the impact?

**The proposal particularly benefits residents who experience multiple protected characteristics simultaneously.**
**The group most likely to benefit are older people who are also disabled and from Greek, Greek Cypriot or Turkish communities. Many residents also experience additional factors such as dementia, frailty, sensory impairment, language barriers and socioeconomic disadvantage.**
**Continuation of the service helps reduce the combined impact of these factors by providing culturally responsive care that supports communication, wellbeing, identity, community connection and continuity of care.**

**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

**No significant data gaps have been identified that would prevent an assessment of impact.**
**However, demographic information relating to some protected characteristics, particularly sexual orientation, gender reassignment and religion, is limited. The Council will continue to collect resident feedback and monitor equality information where available through contract management processes.**

## 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?

**The proposal is expected to have an overall positive impact on equality.**
**The proposal will not result in direct or indirect discrimination against any protected group. It will advance equality of opportunity by maintaining access to specialist residential and nursing care for older people, disabled residents and people from Greek, Greek Cypriot and Turkish communities.**
**The proposal also supports the Council's duty to foster good relations by promoting inclusion, cultural understanding and respect for diversity. Continuing the service enables residents to maintain important cultural, linguistic and community connections whilst receiving safe and appropriate care.**

## 7. Amendments and mitigations

**7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?**
Further information on responding to identified impacts is contained within accompanying EQIA guidance
Please delete Y/N as applicable

**No major change to the proposal**: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them **Y/N**

**The EQIA demonstrates that the proposal has predominantly positive equality impacts. No significant adverse impacts have been identified and the proposal supports continuity of care, resident choice and access to culturally responsive services.**

**Adjust the proposal**: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below **Y/N**

**No adjustments are required as a result of this assessment.**

**Stop and remove the proposal**: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision. **Y/N**

**The assessment has not identified impacts that would justify stopping the proposal.**

**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:

**Continue monitoring resident outcomes, equality impacts, resident and family feedback, and access to culturally responsive care through contract monitoring arrangements.**

Lead officer: **Paul German**

Timescale: **Quarterly throughout the contract term.**

Please outline any areas you have identified where negative impacts will happen because of the proposal, but it is not possible to mitigate them.

Please provide a complete and honest justification on why it is not possible to mitigate the:

**No significant negative impacts have been identified that require mitigation beyond ongoing monitoring and contract management.**

## 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?

**The Commissioning Team will be responsible for monitoring the equality impact of the service.**

**Monitoring will include:**

**Quarterly contract monitoring meetings.**
**Resident and family feedback.**
**Complaints and compliments data.**
**Safeguarding information.**
**Occupancy and placement activity.**
**Quality assurance visits.**
**Review of any equality-related concerns or emerging trends.**

**The EQIA will be reviewed within 12 months of contract commencement, or earlier if significant changes to service delivery, resident needs, quality performance or market conditions arise. Residents, families and stakeholders will continue to contribute feedback through established engagement and co-production arrangements.**

**Date of EQIA monitoring review:**

**12 months from contract commencement.**

## 8. Authorisation

EQIA approved by (Assistant Director/ Director) **[Type answer here].**

Date **[Type answer here].**

## 9. Publication

Please ensure the completed EQIA is published in accordance with the Council's policy**.**

Please contact the Policy & Strategy Team for any feedback on the EQIA process.

| | |
|---|---|
| **Report for:** | Cabinet, 20 October 2026 |
| **Item number:** | 14 |
| **Title:** | Approval to procure an out of hours emergency contact handling service |
| **Report authorised by:** | Barry Francis, Corporate Director of Environment and Resident Experience |
| **Lead Officer:** | Debbie Penglis, Head of Customer Experience and Resident Support |
| **Ward(s) affected:** | All wards |
| **Report for Key/ Non-Key Decision:** | Key Decision |

## 1 Describe the issue under consideration

1.1 This report seeks Cabinet approval to commence a competitive procurement exercise for the provision of the Council's Out of Hours (OOH) Emergency Contact Handling Service from 1 June 2027. The service provides residents with access to urgent and emergency support outside normal office hours across housing, homelessness, social care, highways, environmental and emergency response functions.

## 2 Cabinet Member Introduction

2.1 The Out of Hours (OOH) Emergency Contact Handling Service that this report seeks approval to procure is critical to ensuring residents can access support overnight or during weekends, whether for an emergency housing repair, an emergency homeless placement, a response to flooding or other emergencies.

2.2 The council operates multiple services outside of normal opening hours to keep residents and the community safe. An effective out-of-hours service is critical to ensure residents can access support overnight or at weekends and holidays in emergency situations. For example, repairs for dangerous faults, crisis homelessness placements, or responses to serious incidents, such as flooding.

2.3 With our current contract coming to an end, this report seeks approval to run a competitive procurement process for an Out of Hours (OOH) Emergency Contact Handling Service. Our aim is to identify a supplier able to offer the best balance of quality, cost, and social value to ensure we are providing the best help to residents in need of assistance out-of-hours.

2.4 I believe the proposed contract length provides service stability and improves the value for money available from suppliers. It also has the flexibility to end or extend after the initial three-year term for a period of up to two years.

2.5 As an administration, our preference is not to outsource services to private providers. We are seeking to build the foundations needed to move away from contracting large private firms by default. For different services this means exploring options to bring them in-house, share with other councils, or award contracts to smaller local and third sector providers.

2.6 For this service, call volumes are too low for it to be financially viable to run in-house. A workable model needs to span several councils, which is what private providers can offer. A preferred option would be shared with other councils, but in this instance, we could not identify another council to buy the service from.

2.7 While we will continue to explore options for shared services within the public sector in the future, given the importance of a functional service that best serves our residents, I support the case that it makes most sense to test the market. We will do this through a process that is as open and transparent as possible.

## 3 Recommendations

3.1 Cabinet is recommended to approve the commencement of a competitive procurement exercise for the provision of an Out of Hours Emergency Contact Handling Service from 1 June 2027.

3.2 Cabinet is recommended to approve a proposed contract term of three years, with an option to extend for up to a further two years, subject to satisfactory performance, continued business need and available budget provision.

3.3 Cabinet to note the estimated annual value of the contact as set out in Exempt Appendix A.

## 4 Reasons for decision

### 4.1 General

4.1.1 The OOH service is a business-critical, resident-facing service that enables the Council to receive, triage and assign all urgent and emergency contacts made outside normal working hours to the relevant on-duty team or contractor. This includes evenings and overnight periods, weekends and bank holidays. The service helps protect resident safety by ensuring that urgent issues are routed appropriately, whilst protecting on-duty staff from receiving out of hours calls that do not meet the emergency criteria. The procured provider also forms part of the Council's wider business continuity arrangements by providing additional contact handling resilience for daytime services where required, including if the council's phonelines are disrupted, or during exceptional demand, emergency incidents or other circumstances where normal daytime contact routes are affected.

4.1.2 The service also enables the Council to meet statutory responsibilities that arise outside normal office hours, including duties under homelessness legislation to respond to households who may be homeless, eligible for assistance and in priority need, and wider duties linked to safeguarding, emergency

accommodation, adult social care, children's services and civil contingency responses. Maintaining an effective OOH contact handling service is therefore necessary to ensure residents can access urgent Council support at the point of need and that statutory functions can be discharged without avoidable delay.

4.1.3 A competitive procurement is required to secure a compliant, value-for-money and sustainable longer-term service from June 2027, when the current contract with Capita expires.

4.1.4 Through the procurement the Council will review and where relevant strengthen the service specification, reconfirm operational pathways with service areas, establish a commercial performance management model, ensure that future provision reflects current and emerging resident needs, and ensure the contract allows for reduction of contract cost in line with any reductions of demand, likely to be facilitated by the council's introduction of a voice-based digital triage tool.

4.1.5 The recommended approach enables the Council to test the market, benchmark quality and pricing, secure best value, and promote stability through a longer-term contract.

4.1.6 Although the procurement process is being led by Customer Services, and the OOH supplier will continue to be contract managed by Customer Services, the cost of the contract will be met through the budgets of the three principal service areas that use the provision. These are Customer Services (General Fund), Homelessness (General Fund), and the Housing Repairs Service (Housing Revenue Account).

## 4.2 Current demand and future service requirement

4.2.1 Existing service activity demonstrates that the OOH service continues to manage urgent resident contacts across a range of statutory and operational service areas, including housing repairs, homelessness, safeguarding, social care, environmental incidents, emergency planning and other urgent Council functions. This demand arises outside normal office hours and therefore requires a reliable contact handling and escalation service that can operate during evenings, nights, weekends and bank holidays.

4.2.2 Between October 2025 and June 2026, the OOH service recorded 16,874 contacts, averaging 1,875 per month and giving an annualised trajectory of approximately 22,500 contacts. This represents average demand of approximately 3.5 contacts per operating hour, although demand varies considerably across the week and during seasonal or emergency pressures. Around 88.5% of contacts were recorded against an actionable OOH service category, with approximately 11.5% categorised as general information. Further analysis of completed handoffs and escalation outcomes will inform the detailed specification and performance framework for the new contract.

4.2.3 Demand is expected to remain ongoing throughout the proposed contract period but will fluctuate due to seasonal pressures, housing demand, severe weather, emergency incidents and wider service pressures. The procurement project will request demand forecast scenarios from individual services, including predicted impacts from housing growth and climate change, so suppliers can model their resourcing and pricing accordingly. The procurement will therefore need to secure a provider with sufficient capacity, resilience and flexibility to respond to both routine out-of-hours demand and short-term peaks in urgent contact volumes.

4.2.4 For the purposes of this procurement approval report, demand is summarised at a high level to demonstrate the continuing business need and to support the proposed contract value and service model. Detailed historic, current and forecast demand data will be used to finalise the service specification, pricing schedule, performance framework and evaluation requirements issued through the procurement process.

4.2.5 The current contract has supported the continued delivery and active performance management of the Out of Hours service. The new procurement provides an opportunity to update the service specification so that it reflects current service needs and expected outcomes, including refreshed measures for call answering, response times, abandoned calls, service quality and resolution outcomes, supported by clearer and more consistent reporting requirements. Bringing this information together will provide a more complete view of demand, repeat contact, emerging issues and customer outcomes. This will enable the Council and the provider to identify priorities, agree evidence-based improvements and assess their impact. The updated specification will also provide clear and proportionate remedies where agreed performance standards are not met, including improvement plans, agreed timescales and follow-up monitoring. This will support prompt resolution, sustained improvement and the continued delivery of a reliable, consistent and accountable service for residents.

## 4.3 Proposed approach

4.3.1 The Council will undertake a compliant procurement exercise for the future provision of the Out of Hours service. The procurement will be conducted in accordance with Contract Standing Orders, procurement governance requirements and applicable procurement legislation.

4.3.2 The final procurement route has not yet been determined and will be agreed with Strategic Procurement, Legal and Finance following completion of the procurement planning stage.

4.3.3 The tender documentation will include a refreshed service specification, pricing schedule, performance framework, mobilisation requirements, business continuity expectations, data and reporting requirements, escalation routes, accessibility requirements and contract management arrangements. The specification will also set out the circumstances in which the provider may be required to support business continuity for daytime services, including surge capacity and emergency contact handling should the council’s phonelines suffer

unexpected interruption. The evaluation approach will include quality, price, social value, resilience, operational capability and mobilisation deliverability.

4.3.4 The proposed contract term is an initial three years from 1 June 2027, with an option to extend for up to a further two years. Any extension will be subject to satisfactory performance, continued business need, affordability and the Council's governance requirements at the relevant time.

## 4.4 Financial implications

4.4.1 The competitive procurement process will enable the Council to test the market, benchmark pricing and identify any further value-for-money opportunities. Any pressures will be contained within the service. Additional finance comments appear in Exempt Appendix A.

## 4.5 Supplier performance monitoring

4.5.1 The contract will include a clear performance management framework to ensure the supplier delivers a safe, responsive, accessible and resilient service throughout the contract term, including remedies for underperformance.

4.5.2 Performance indicators will include, where appropriate, call answer times, abandoned call rates, call handling quality, resident experience, complaints, accuracy of triage, correct use of allocation and escalation to on-duty council staff and contractors, speed of work allocation and escalation, accessibility standards compliance, and incident response timescales. These measures will be reviewed and finalised as part of the procurement documentation.

4.5.3 Existing performance, complaints and feedback data will be reviewed as part of the procurement preparation process to identify service strengths, issues, and areas for improvement. This analysis will inform the final service specification, key performance indicators, quality standards, escalation requirements and contract management arrangements for the new contract.

4.5.4 Supplier performance will be monitored through regular contract management meetings, review of management information, operational feedback from service areas, incident reviews and periodic service improvement discussions.

## 4.6 Key risks and mitigations

| Risk | Mitigation |
|---|---|
| **Limited market interest results in insufficient competition** | Early market engagement, robust specification, use of an appropriate compliant procurement route |
| **Procurement timetable slips, affecting mobilisation before June 2027** | Clear procurement timetable, named project ownership, regular governance review, early preparation of tender documents and mobilisation planning built into the procurement timetable. |

| | |
|---|---|
| **Procurement does not deliver anticipated value for money** | Competitive procurement process, evaluation of quality and price, involvement of service leads, Strategic Procurement and Finance |
| **Service disruption during transition between providers** | Detailed mobilisation plan, contract management arrangements and business continuity requirements |
| **Successful provider fails to meet performance expectations** | Clear KPIs, performance framework, contract management and escalation arrangements |

## 5 Alternative options considered

5.1 The following options were considered before recommending a competitive procurement for a new outsourced OOH service.

| Option | Description | Outcome / reason for rejection or selection |
|---|---|---|
| **1. Do nothing** | Allow the current contract to end without securing future OOH provision. | **Not recommended.** This would create unacceptable risk to resident safety, and the Council's ability to respond to urgent issues outside normal office hours. |
| **2. Bring the service in-house** | Establish a dedicated Haringey Council OOH operation. | **Not recommended.** Previous modelling indicated that an in-house option would be materially more expensive. The estimated cost per annum compared with the estimated outsourced model cost set out in Exempt Appendix A. An in-house model would also reduce the additional business continuity resilience available from an external provider if Haringey daytime systems or services are disrupted. |
| **3.Buy the service from another council** | Pay another council to provide out of hours emergency contact handling for Haringey residents. | **Not recommended at this time due to current absence of affordable options.** A shared service with one or two other councils can't achieve the same economies of scale as established suppliers operating across a larger national client base. There are also resilience risks during London-wide incidents, such as extreme weather, where several boroughs experience increased out-of-hours demand at the same time. |

| | | |
|---|---|---|
| **4. Continue with short-term extensions** | Continue the current approach through further extensions or interim arrangements. | **Not recommended**. A further short-term extension to the current contract would not be compliant with procurement rules. |
| **5. Procure a new outsourced OOH service** | Run a competitive procurement for a new contract (within the strongest ethical framework and social value possible) from 1 June 2027 for an initial three-year term with an optional two-year extension. | **Recommended.** This provides the strongest balance of compliance, value for money, resilience, service quality, transparency and deliverability. |

## 6 Background information

6.1 The Council's OOH emergency contact handling service provides a single access point for residents who need urgent assistance outside normal office hours. The service receives calls, applies agreed scripts and workflows, triages the issue, and escalates matters to the appropriate Council duty officer, contractor or emergency response route. This includes urgent issues relating to housing repairs, homelessness, social care, environmental matters, highways, security, emergency planning and other essential services.

6.2 The service must be accessible, responsive and resilient. It must operate effectively during periods of urgent demand, severe weather, local incidents and other borough-wide pressures.

6.3 Cabinet approval is now required to commence the procurement of a new longer-term service from 1 June 2027.

## 7 Contribution to the Corporate Delivery Plan High Level Strategic outcomes

7.1 The proposed procurement directly supports the proposed new Corporate Delivery Plan priority of Making Council Services More Accessible and Responsive to Residents.

## 8 Carbon and Climate Change

8.1 The procurement will seek supplier commitments to environmentally responsible operations.

## 9 Statutory Officers comments Finance, Procurement, Legal and Equalities

9.1 **Finance**

9.1.1 This report seeks Cabinet approval to commence a competitive procurement exercise for the provision of an Out of Hours Emergency Contact Handling Service, commencing on 1 June 2027. The proposed new contract will be awarded for an initial term of three years, with an option to extend for up to a further two years, subject to satisfactory performance and the Council's priorities at the time. Additional Finance comments appear in Exempt Appendix A.

9.2 **Procurement**

9.2.1 The proposal to tender for a new longer-term out of office provision will be led by Strategic procurement as the anticipated contract value will be within threshold of procurement legislation

9.2.2 As required by CSO 2.01b Cabinet approval is required to commence a procurement exercise for contracts valued at 500k or more

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 procurement process where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3 of the report is in line with the Council's CSO.

9.3.3 The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendation in the report.

9.4 **Equality**

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

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

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

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

9.4.4 The decision sought in this report is approval to commence a competitive procurement exercise for a future Out of Hours Emergency Contact Handling Service from 1 June 2027. The service provides a route for residents to access urgent and emergency Council support outside normal office hours, including evenings, nights, weekends and bank holidays. The service receives, triages and allocates urgent contacts across a range of functions including housing repairs, homelessness, social care, safeguarding, highways, environmental matters and emergency response.

9.4.5 The proposed procurement is expected to have a broadly positive impact on equity because it will maintain a critical route for residents to access urgent support when daytime services are closed. The service is likely to be particularly important for residents who may be in vulnerable or crisis situations, including older residents, disabled residents, residents with communication needs, residents for whom English is an additional language, residents experiencing homelessness or housing insecurity, and residents affected by poverty or other forms of socioeconomic disadvantage.

9.4.6 There is a potential risk of negative equality impacts if the future service is not sufficiently accessible, if call handling arrangements do not meet the needs of residents with hearing, speech, language, cognitive or mental health needs, or if urgent contacts are not triaged and escalated correctly. These risks will be mitigated through the procurement by including clear accessibility, inclusion, vulnerability, safeguarding, customer care, language support, reasonable adjustment, escalation and performance management requirements within the service specification, evaluation criteria and contract management arrangements.

9.4.7 The future contract will require the provider to deliver the service in a way that supports equitable access for Haringey's diverse communities. This will include requirements for staff training on equality, diversity, safeguarding, vulnerability and communication needs; appropriate arrangements for residents with hearing or speech impairments and residents who need language support; accurate recording of relevant access or vulnerability information; and quality monitoring to check that residents are treated with dignity, sensitivity and consistency.

9.4.8 The procurement will also strengthen performance and management information requirements. This will support ongoing monitoring of call handling quality, accessibility standards, incident response, complaint themes, repeat contact, escalation accuracy and service improvement actions. These arrangements will help the Council identify and respond to any emerging equality issues during the life of the contract.

9.4.9 Available service information indicates that the OOH service handles a significant volume of urgent contacts, with demand linked to housing repairs, homelessness, social care, safeguarding and other essential services. These service areas are likely to include residents with protected characteristics and residents experiencing socioeconomic disadvantage. Detailed current and forecast demand data, complaints, feedback, call quality information and operational insight will be reviewed during procurement preparation and used to inform the final service specification and performance framework.

9.4.10 No separate public consultation has taken place specifically for the procurement approval decision. However, the procurement process will include engagement with relevant Council service areas to confirm service requirements, escalation routes, accessibility needs and performance expectations. Equalities considerations will be reviewed as part of the development of the final specification and evaluation model.

9.4.11 A full Equality Impact Assessment will be completed as part of the procurement process where required through the Council's standard equalities process. This will ensure that equality impacts are considered before the future service is finalised and before any contract award decision is made.

9.4.12 As an organisation carrying out a public function on behalf of a public body, the successful contractor will be obliged to have due regard to the need to achieve the three aims of the Public Sector Equality Duty as stated above. Appropriate contract management arrangements will be established to ensure that delivery of the service does not result in any preventable or disproportionate inequality.

## 10 Use of Appendices

10.1 Appendix A, Exempt Report

## 11 Background papers

11.1 None.

| | |
|---|---|
| **Report for:** | Cabinet, 20 October 2026 |
| **Item number:** | 15 |
| **Title:** | Selby Urban Village – award of contracts for heat supply arrangements |
| **Report authorised by:** | Jess Crowe, Corporate Director for Culture, Strategy and Communities |
| **Lead Officer:** | David Sherrington, Head of Estate Renewal |
| **Ward(s) affected:** | Bruce Castle (LB Haringey), Upper Edmonton (LB Enfield) |
| **Key/Non Key Decision:** | Key decision |

## 1. Describe the issue under consideration

1.1. The Selby Urban Village (SUV) development is a partnership between the Council and the Selby Trust to transform the Selby Centre site and Bull Lane Playing Fields into a new accessible and well-connected neighbourhood, made up of 202 new council homes, new sporting facilities, improved open space, play facilities and a new Community Centre.

1.2. The SUV development consists of “Phase One” delivering a new community building, a pavilion building with changing rooms, improved park and sports pitches. “Phase Two” will deliver 202 new Council homes alongside a small commercial unit of 112 sqm.

1.3. The development received planning permission in 2025 under two planning approvals as the site comes within both Enfield’s Planning Authority (Phase One - 24/03470/FUL) and Haringey’s Planning Authority (Phase Two - HGY/2024/2851), and was referred to the GLA sue to scale. The planning approvals follow LBH, LBE and GLA energy policy, requiring the SUV development to connect to a district heat network on “fair and reasonable commercial terms” and unless “not possible, practical or viable to connect”.

1.4. A main works contractor has been appointed to deliver for Phase One and Phase Two and have been mobilising on site and undertaking preparatory works, aiming to formally commence Phase One in Autumn 2026. This mobilisation period includes RIBA stage 4 detailed design of heat supply infrastructure, based on the tender pack information which included connection to a district heat network.

1.5. On 8 January 2026 Cabinet approved a procurement exercise for Selby Urban Village (SUV) heat supply contracts, via direct negotiations with the district heat network, Lee Valley Heat Network Operating Company Limited (company

number: 09763702), referred to by their trading name as ‘Energetik’ in this report.

1.6. In line with Contract Standing Order (CSO) 2.01 (c), this report seeks approval to award contracts to a third-party heat supplier for the heat connection agreements and supply agreements (including management/ maintenance of residential secondary network) for 40 years for the Selby Urban Village development, to ensure that the construction site, residents, tenants, and building users of the new development are supplied with heat during and upon completion of the build.

## 2. Cabinet Member Introduction

2.1. We are proud to be building the Selby Urban Village development, delivering 202 much needed new homes at council rent, creating a community hub that will include workspace, community space, parkland, and sporting facilities, play and biodiverse spaces alongside a local shop. We continue to work in partnership with the Selby Trust in delivering a place where residents can enjoy healthy and fulfilling lives.

2.2. Our administration is committed to reducing our housing register waiting list and creating high quality social infrastructure and Selby Urban Village is a big step forward in making that happen. To achieve our vision, we are awarding contracts for heating and hot water supply to ensure that the new homes, community and sports facilities will be ready to be occupied once completed.

2.3. This administration has inherited this scheme’s energy and heat strategy during delivery, with the Selby Urban Village development required to connect to the Energetik District Heat Network, based on the GLA’s Energy Hierarchy and Haringey and Enfield’s planning obligations on the development.

2.4. The Council has undertaken significant due diligence to review this requirement to connect, explore alternative options, ensure that we have a fair and reasonable contracts for heat supply arrangements, and to seek the best deal for our residents and community operators in the future.

2.5. We have secured safeguards to ensure that the network is not reliant on higher-carbon energy sources indefinitely and meets Future Homes Standards. The introduction of Ofgem regulatory oversight of heat networks, from January 2027, also provides increased surety for fair pricing and consumer protections.

2.6. Delivering the Selby Urban Village development shows our commitment tackling the inequality across our borough, creating a sustainable, long lasting and modern village in one of the most deprived wards in the country that all residents can benefit from.

## 3. Recommendations

It is recommended that the Cabinet:

3.1. Approves the awarding of Heat Connection Agreements for a term of 40 years for; Selby Village (residential); Commercial Unit Space (in residential); Commercial Connection – Selby Centre; and, Commercial Connection – Sports Pavilion, to Lee Valley Heat Network Operating Company Limited (company number: 09763702**)** to a total value contained in the Exempt Recommendation 3.1.

3.2. Approves the award of contract for the Selby Urban Village: Framework Supply Agreement, for a term of 40 years to Lee Valley Heat Network Operating Company Limited (company number: 09763702). This commits LBH to relevant supply costs within the subsidiary supply agreements over a 40 year period, including those set out in the exempt recommendations 3.4 and 3.6.

3.3. Notes that through the subsidiary Construction Supply Agreement, LBH will pay for the cost of the heat supply for the construction period, e.g. for commissioning purposes, already included for within the capital works budget for the project.

3.4. Notes that through subsidiary Residential Customer Supply Agreements, LBH will contribute the Landlord's Availability Charge applied by Energetik for the residential heat network at Selby Urban Village. The % proportion of the total availability charge and estimated cost to LBH for this over the 40-year contract term is captured in Exempt Recommendation 3.4.

3.5. Notes that through subsidiary Residential Customer Supply Agreements, social housing tenants will contribute the Tenant's Availability charge applied by Energetik for the residential heat supply at Selby Urban Village. The proportion of the total availability charge is captured in Exempt Recommendation 3.5.

3.6. Notes that through subsidiary Residential Customer Supply Agreements, social housing tenants will be responsible for their variable usage charges during occupation.

3.7. Notes that through subsidiary Commercial Customer Supply Agreements, commercial tenants (in the Community Centre, Sports Pavilion, Commercial Unit) will be responsible for their availability charge and variable usage charges during occupation.

3.8. Notes that through the subsidiary Void Supply Agreements, LBH will pay the availability and usage charges for heat supply for residential and commercial void units, for a term of 40 years to Lee Valley Heat Network Operating Company Limited (company number: 09763702). An estimated cost to LBH for this over the 40-year contract term is captured in Exempt Recommendation 3.6.

3.9. Grants delegated authority to the Corporate Director of Finance and Resources following consultation with the Head of Legal and Lead Member for Placemaking to finalise the terms of the above contracts to ensure they are fair

and reasonable, agree the final legal documentation and complete the execution of the contracts.

## 4. Reasons for decision

4.1. The overall design concept and sustainability aims behind the Selby Urban Village Project were approved by Cabinet in September 2023, and subsequently in Cabinet Report 'Gateway 0 Report - Phase 2, Selby Urban Village' in June 2024, with the energy strategy developed in line with the energy policies of the London Plan, LBH and LBE, to achieve a low carbon target, and in accordance with the London Plan's energy hierarchy. These policies and the project's planning approvals require connecting to a district heat network, on "fair and reasonable commercial terms" (LBH Director's Letter) and unless "not possible, practical or viable to connect" (LBE S106).

4.2. Energetik is the only viable district heat network to connect to in the geographical area, therefore review of agreements and direct contract negotiations with Energetik have been undertaken for connection to their heat network, supply of heat for residential and non-residential buildings, and management/ maintenance services for residential heat supply. This is as per the 7 January 2026 Cabinet approval of the heat supply direct procurement strategy.

4.3. The Heat Connection Agreement and Framework Supply Agreement are long-term contracts between LBH and Energetik, but cover different aspects of the heat network. Together, awarding of these two contracts provides the framework for both the operation of the heat network and the supply of heat to customers.

4.4. Under Section 11 of the Landlord and Tenant Act 1985, the Council is obliged to provide and maintain a working heating system for secure tenants, therefore needs to progress with heat supply arrangements for the 202 council homes being constructed in the development. The Council also needs to ensure a working heating system for the new Community Centre, Sports Pavilion and Commercial Unit that are being constructed, so that these can be leased/ operated as intended. The proportion of the availability charges as part of the residential supply charges, to be paid by the Landlord and Social Tenants, has been reviewed and is deemed to accurately reflect duties within the Landlord and Tenant Act 1985.

4.5. Work has been undertaken to mitigate against potential risks associated with the connection to the Energetik district heat network and the main contract terms, and further detail on risks and mitigation can be found in the exempt report. A recommendation has been included to delegate authority to finalise the terms of the agreements to ensure that in the final drafting they remain fair and reasonable to LBH, and to allow the contracts to be executed.

## 5. Alternative options considered

5.1. **Do not connect to the Energetik district heat network:** Given planning policy and approvals requirements, connecting to the most local district heat network, i.e. Energetik, is required unless there are not fair and reasonable contract terms. To mitigate against the risk of not connecting to the district heat network if fair and reasonable contract terms were not received, the Council has explored alternative technical options of an on-site energy centre with low carbon heat solutions. As the main contract terms are deemed fair and reasonable, subject to final negotiation, this alternative option has been discounted. Further information on the costs associated with this alternative option is available in the exempt report.

5.2. **Investigate connecting to a different District Heat Network supplier**: While there are other similar District Heat Network suppliers/ operational systems in London, the capital costs and feasibility of running pipework the distances required from these other locations (e.g. Stratford, Brent) to Selby Urban Village site render them unviable.

5.3. **Procure connection to and supply from Energetik heat network, but do not procure service agreement (management and maintenance) from Energetik (e.g. management of heat supply to be by Haringey Council or another)**: It was considered whether the Council should choose to directly operate the secondary network for the residential portion of the scheme. Technical advice set out that this would have ongoing high financial, resource and capacity implications: with procuring supply and management/ maintenance from Energetik being more cost effective than procuring supply and separate in-house management/maintenance.

## 6. Background information

6.1. The Selby Urban Village project is a partnership between Council and The Selby Trust (local charitable organisation) to transform the Selby site and Bull Lane Playing Fields into a new accessible and well-connected neighbourhood.

6.2. The Selby Urban Village (SUV) development consists of Phase 1 delivering a new community centre (the new Selby Centre), a Sports Pavilion building with changing rooms, improved park and sports pitches. Phase 2 will deliver 202 new Council homes alongside a small ground floor commercial unit of 88 sqm. The development will take place on the existing Selby Centre site and Bull Lane Playing Fields. The build contractor for Phase 1 and 2 is appointed and mobilising on site. Phase 1 works are scheduled to commence in September 2026 and expected to complete by January 2028 and Phase 2 works are expected to commence in February 2028 with completion anticipated by July 2030.

### Design development of heating system

6.3. Both schemes had to be referred to the GLA as part of the planning process. Respective parts of the scheme have received planning approval from Enfield Council and Haringey Council, and from the Greater London Authority (GLA).

6.4. The GLA's London Plan includes a hierarchy that is applied to how new developments are heated. Both Haringey and Enfield's planning policies have similar requirements. The planning approvals for the scheme require SUV to connect to a district heat network (Energetik) unless it can be shown that there are not "fair and reasonable commercial terms" (LBH Director's Letter) and unless "not possible, practical or viable to connect" (LBE S106).

6.5. As part of the design process Haringey officers and the Design Team considered various options for hot water supply including Air Source Heat Pumps (ASHP) and Ground Source Heat Pumps (GSHPs).

6.6. The preference for a connection to Energetik was highlighted in paragraph 8.12 of the Cabinet Member Signing Report 'Gateway 0 Report - Phase 2, Selby Urban Village, N17 – Bruce Castle Ward' on 19 June 2024, and subsequently proposed in the planning applications.

6.7. The detailed design, planning approvals, tender documents and mains works contract documents reflect this approach. To vary this LBH would have to demonstrate very clear and compelling reasons of a lack of reasonable and fair contract offer. For further information on the contract terms and commercial risks, please see the exempt report.

6.8. A further technical design study was undertaken for an on-site energy centre with low carbon air source heat pumps, to ensure that LBH have clarity on a fallback position should negotiations with Energetik not progress positively. Further information on this fall-back position is contained within the exempt report.

**Background on Energetik**

6.9. The Lee Valley Heat Network Operating Company Limited (company number: 09763702), incorporated in 2015 under their Trading Name 'Energetik', where they operate as a heat network utility company.

6.10. Energetik is fully owned by Enfield Council as the sole shareholder, but operates independently, and is supported by central government (securing £92m in low-cost central government loans). Energetik already supplies energy to around 1700 domestic customers as well as a hotel, various medical centres, and community spaces. The network has currently reached the nearby Joyce and Snells Estate (on Fore Street) with supply and Energetik is working on extending the site to the North Middlesex Hospital, north of the Selby Urban Village site. Further background and network expansion information can be found in Energetik's June 2025 Business Plan Summary.

6.11. Currently all heat for Energetik's network comes from large gas boilers located at Energetik's energy centre at the Edmonton Eco park. However, 90% of this should be replaced by classified low carbon heat from the Energy Recovery Facility (ERF) once this facility is complete.

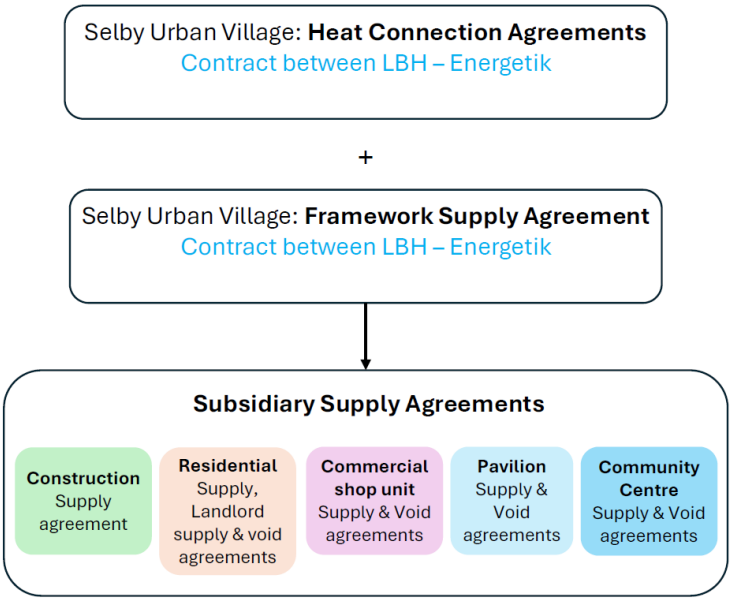
6.12. Energetik have noted that classified low carbon heat is expected to be available from the ERF by July 2029, however this is not certain as is reliant on the North London Waste Authority's (NLWA) ongoing construction programme. The project team have sought to safeguard the timely transition to a low carbon heat source – further detail on this can be found in the exempt report and appendix.

6.13. From January 2027 Energetik will be fully regulated by Ofgem under the new heat network authorisation regime. This regulation provides consumer protection and fair pricing provisions, including appointment of supplier of last resort to mitigate risk of insolvency, monitoring of performance and necessary improvement if required, and powers to limit pricing of heat for domestic customers.

**Contract Types and Scope**

6.14. The Council is looking to secure a suite of contracts/ agreements with Energetik, including Heat Connection Agreements, an overarching Framework Supply Agreement and related subsidiary supply agreements for the development's residential, commercial, and community connections.

6.15. Diagram of contract types:



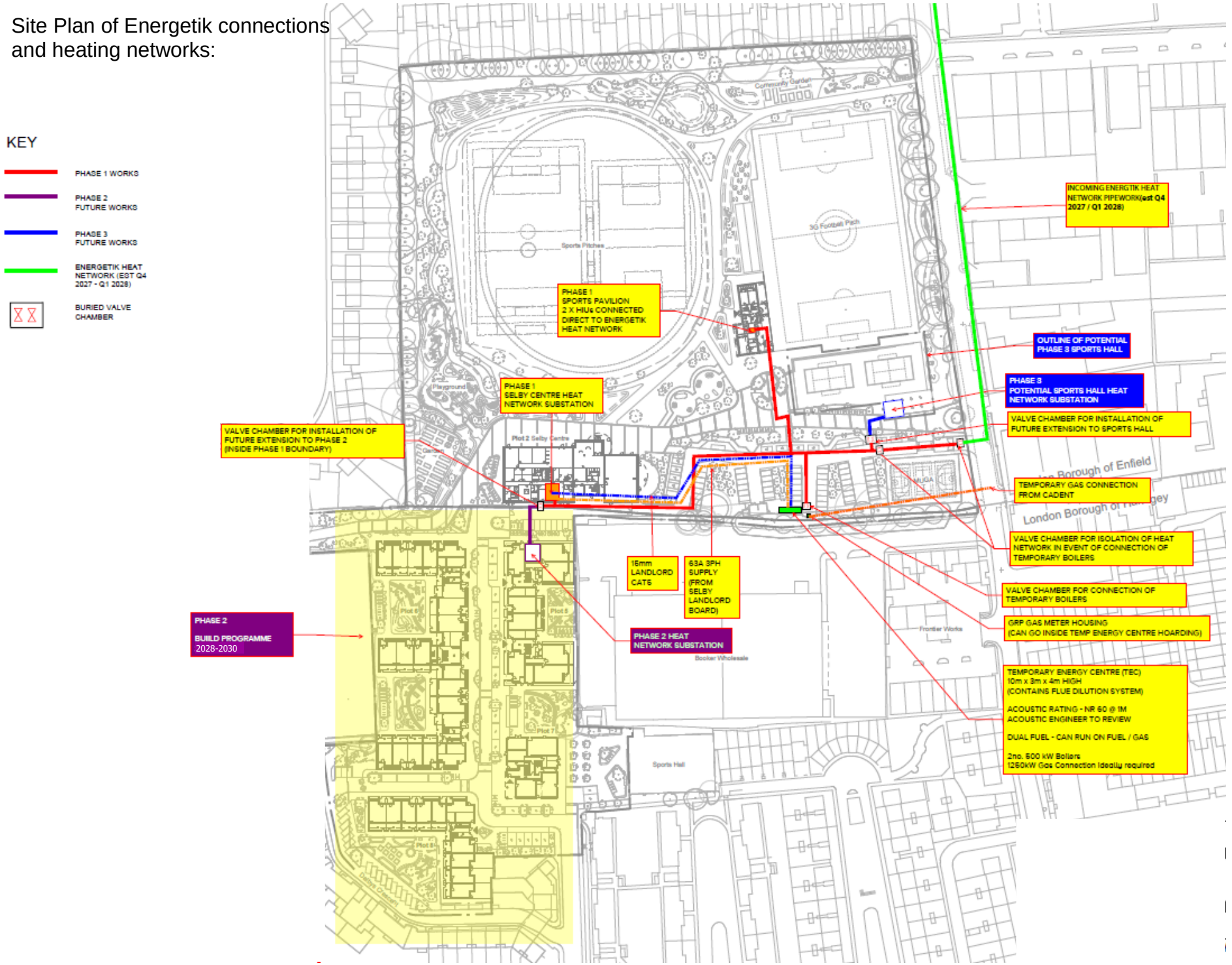

6.16. Energetik have provided their suite of contracts, terms and conditions and schedules for LBH's commercial and legal review. Energetik have also provided a 'Selby Urban Village Formal Proposal' which details costs and deliverables specific to the SUV development.

6.17. **Heat Connection Agreements:** these cover connecting the site and different buildings to the Energetik heat network, the amount of heat that will be available, the technical requirements, ownership of equipment, maintenance responsibilities, access rights, and payment obligations. These are 40-year agreements, which is Energetik's standard term and is considered typical for heat networks, to match operational lifespan and financing of the infrastructure.

6.18. Energetik will install the relevant pipeline outside of the site's boundary connecting the scheme to the network (green line on diagram 5.18 below). The cost for this is included in Energetik's 'Selby Urban Village Formal Proposal'.

6.19. The pipework then runs to a variety of substations on site (red and purple lines on diagram 5.18 below). This is referred to as the on-site 'Primary Heating Network'. The trenches and pipework etc within the site boundary will be installed by the main works contractor, with oversight from Energetik for technical compliance. The costs for oversight of works on site by Energetik is included in their proposal. The cost for installing pipework on site is already included in the main works contractor's contract sum. These have been budgeted for in the project capital works costs.

6.20. Site Plan of Energetik connections and heating networks:



6.21. **Framework Supply Agreement:** this is the overarching contract that governs Energetik's energy supply to the development and its occupants, setting out service standards, billing arrangements, customer services and the contractual relationship with residents, businesses and other end users. It includes all related subsidiary supply agreements and explains what Energetik is responsible for. The agreement covers the period before anyone moves into the development, as well as when homes and commercial units are occupied

6.22. The Framework Supply Agreement is awarded at the same time as the Connection Agreements. It is a 40-year agreement, which is Energetik's standard term and is considered typical for heat networks, to match operational lifespan and financing of the infrastructure, and the longer length helps keep heat supply prices/ tariffs lower Under this supply agreement.

6.23. Energetik also provide the service of managing and maintaining the residential 'Secondary Heating Network', up to and including the Heat Interface Unit, rather than LBH. Energetik do not offer this management/ maintenance service within the Community/ Commercial Facilities (Selby Centre, Sports Pavilion).

6.24. The Framework Supply Agreement also commits LBH to future Subsidiary Supply Agreements, meaning residents and tenants will use Energetik as their sole/ exclusive heat supplier.

6.25. **Subsidiary Supply Agreements** are separate contracts between Energetik and building occupiers, such as residents, landlords, or commercial operators (this can include LBH). Apart from the Construction Supply Agreement, these are entered into once the development is occupied.

6.26. The Contracts Table 1 below sets out more detail on each of the different contracts. Contract values for these contracts are contained within the exempt report.

| **Contract Name** | **Services** | **Costs & Budget** | **Duration** |
|---|---|---|---|
| **Connection Agreements** | | | |
| Connection Agreement - Community Centre | Installation of pipework connecting Scheme to Eco Park, and Energetik overseeing main works contractor's installation of Primary Heating Network into substation. | LBH Phase 1 capital development costs (shown in overall project budget 19 Feb 2026 Cabinet Report) | 40 Years* (2026 – 2066)<br><br>*Standard contract term duration from Energetik |
| Connection Agreement - Sports Pavilion | As above | As above | As above |

| | | | |
|---|---|---|---|
| Connection Agreement – Residential | As above | LBH Phase 2 capital development costs (shown in overall project budget 19 Feb 2026 Cabinet Report) | As above |
| Connection Agreement – commercial unit (in residential plot 7) | As above | As above | As above |

| | | | |
|---|---|---|---|
| **Framework Supply Agreement** | Overarching supply agreement, to provide heat to the Residential Units, Commercial Units and/or Common Parts in accordance with the relevant Subsidiary Supply Agreement.<br><br>Includes secondary Heating Network Services including metering and billing, HIU Services and customer meter Services. | Commits to costs within subsidiary supply agreements which fall to LBH, see below. | 40 Years* (2026 – 2066)<br><br>*Standard contract term duration from Energetik |

| | | | |
|---|---|---|---|
| **Subsidiary Supply Agreements** | | | |
| Construction Supply agreement | Supply of heating and hot water to site (e.g. for commissioning) during the construction period | Supply cost as needed for commissioning, dependent on heat consumption. Contained within LBH Phase 1 and 2 capital development costs (shown in overall project budget 19 Feb 2026 Cabinet Report) | Duration of construction. |
| Residential Landlord Supply agreement | Exclusive supply of heating and hot water to residential landlord | Cost of Landlord Availability Charge - LBH Housing Revenue Account | ~40 Years (2026 – 2066) |
| Residential Supply Agreements | Exclusive supply of heating and hot water to residents | Individual Residents directly contracting with Energetik. Costs dependent on heat consumption. | Duration based on individual tenancies. |

| | | | |
|---|---|---|---|
| Commercial Supply Agreements – Community Centre, Sports Pavilion, Retail Unit | Exclusive bulk hot water supply of heating and hot water to community and sports facilities | Various operators directly contracting with Energetik. In some scenarios, energy/ hot water and associated costs will be recharged via the lease from LBH to operator. Costs dependent on heat consumption. | Duration based on individual tenancies. |
| Void Supply Agreement | Covers the heat supply to voids (all residential/ commercial units in the development) | LBH to commit to cost of Void Availability Charges – LBH Housing Revenue Account (residential voids) and LBH General Fund (commercial voids). Costs dependent on number of voids and heat consumption. | ~40 Years (2026 – 2066) |

**Scope**

6.27. Energetik's scope as set out in their formal proposal includes:

- Primary Network Delivery (off-site) and Permanent Network Connection - by Energetik- delivery of pipework connecting the site to the Meridian Water Heat Network via new pipework outside the site boundary.
- Primary Network oversight (on site) by Energetik – oversight of design, installation, delivery of primary network by main works contractor, within site boundary.
- Temporary Energy Centre (on site) – Energetik will provide this (with temporary containerised gas boiler) to supply heat to site until permanent pipework in place. Includes delivery, installation, commissioning, operation, and maintenance of the TEC. Energetik will also be responsible for the gas supply arrangements for the Temporary Energy Centre, including cost of gas consumed, recharged as per supply agreements. Energetik will be responsible for decommissioning of Temporary Energy Centre and removal.
- Delivery of heat supply as per the Framework Supply Agreement and subsidiary supply agreements.
- Energetik, upon adoption of the primary network, will be responsible for the operation, maintenance, repair and replacement of the primary network including the connection point in the plant room.
- Energetik, upon acceptance of the Secondary Heating Network will be responsible for operation, maintenance and repair of the Secondary Heating Network (residential), including the Heat Interface Unit and heat meter within each dwelling.

**Contract values and budgets**

6.28. The individual and total contract values, and estimated costs over the length of the contract, are set out in the exempt report.

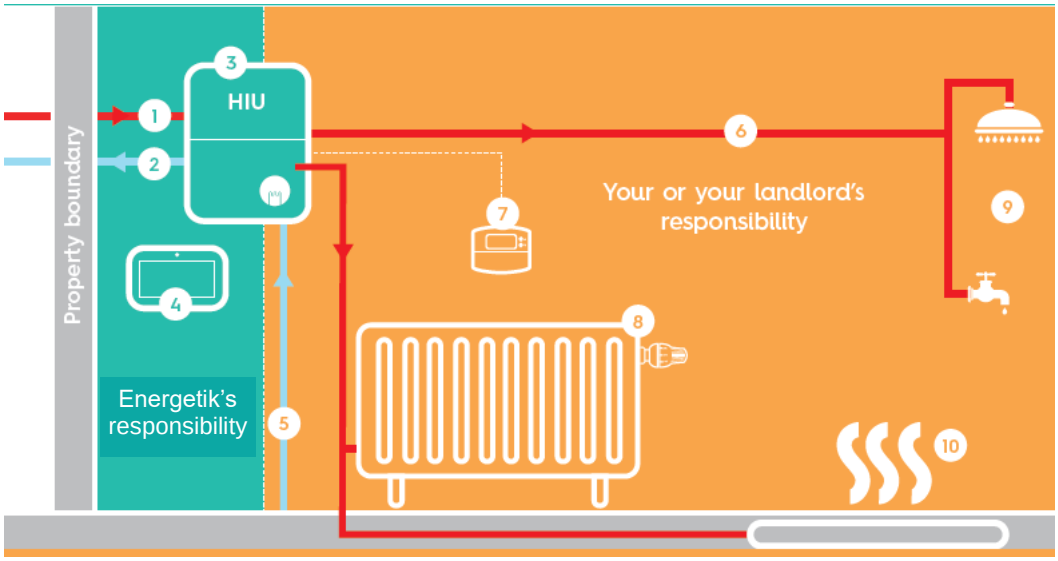
6.29. The contracts include both capital costs and ongoing revenue costs for the Council's General Fund and Council's Housing Revenue Account.

6.30. The capital Connection Agreement costs are budgeted for within the Selby Urban Village overall project budget, as set out in Cabinet Report 19 February 2026.

6.31. The ongoing heat supply costs will need to be budgeted for the duration of the contract term within Housing Revenue Account for the Landlord supply for residential units and residential voids, and within the General Fund for the commercial units and commercial voids. Internal budgets will also need to be reviewed to cover the maintenance and liability that falls to LBH for heat equipment inside a residence, beyond the Heat Interface Unit (see diagram below for split of responsibilities).

6.32. Diagram below showing split of heat equipment responsibility within residence:

6.33.




6.34. The heat supply pricing has been reviewed by commercial advisors and benchmarked against other LBH cost allocations for heat supply, and is considered reasonable. It is comparable to other low carbon options such as air source heat pumps.

6.35. The overarching Framework Supply Agreement and subsidiary supply agreements require ongoing contract management to protect residents and unnecessary cost to the Council. This is a complex contract structure and LBH will need clear contract management approach across multiple service areas to ensure that revenue responsibilities do not fall between teams, leading to delayed payments, late-payment penalties, and unclear long-term budget ownership. There will likely be a resource / related budget requirement to ensure that a suitably qualified and experienced officer can manage the Framework Supply Contract.

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

**Resident experience and enabling success**:

7.1. This procurement is a critical part of the SUV project which will contribute to
a) the building high quality sustainable homes outcome and the activity around new council homes; and
b) the zero carbon and climate resilient objective.

7.2. The services operation (management and maintenance) of the secondary network will contribute to the outcome of delivering reliable customer-focused resident housing services.

**Carbon and Climate Change:**

7.3. The recommendation to progress the connection of SUV to Energetik aligns with Haringey, Enfield and London policy on district energy networks.

7.4. Connecting SUV to Energetik is in line with the planning approvals for the site and is currently considered to deliver best value in how the development achieves zero carbon.

## 8. Statutory Officers comments (Director of Finance, Procurement, Director of Legal and Governance (Monitoring Officer), Equalities)

**Finance**

HRA

8.1. Finance notes the recommendations to enter into a Heat Connection Agreement, a Framework Supply Agreement and associated subsidiary agreements in connection with the provision of heat network infrastructure and the supply, operation and maintenance of heating and hot water services for the Selby Urban Village development

8.2. The proposed arrangements have both capital and revenue implications for the Housing Revenue Account (HRA). The heat connection infrastructure and associated on-site network infrastructure required to enable occupation of the new homes form part of the overall development costs of the scheme and will be treated as capital expenditure.

8.3. The capital costs associated with these arrangements will be managed within the current approved total scheme cost for phase 2 HRA.

8.4. The Framework Supply Agreement and associated subsidiary agreements also create ongoing revenue commitments for the HRA, including landlord heat network charges and costs associated with residential void properties. These costs will need to be reflected within future HRA revenue budgets for the duration of the agreements

8.5. Further detailed finance comments are provided in the Exempt report attached.

**Procurement**

8.6. Strategic Procurement (SP) notes the contents of this report.

8.7. The award of this contract falls under the scope of utilities contracts as defined in Schedule 4 of the Procurement Act 2023 and qualifies as an exempted contract under schedule 2 paragraph 31 of the Procurement Act 2023

8.8. SP supports the recommendation to approve the award of this contract in accordance with CSO 2.01(c)

8.9. Further procurement comments can be found in the exempt part of this report.

**Director of Legal & Governance (Monitoring Officer)**

8.10. The Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.

8.11. The procurement of utilities is governed by the Procurement Act 2023 (the Act) and Schedule 4 of the Act identifies utility activities. Under Schedule 2, section 31 of the Act, the award of the contract to Energetik and the associated contracts qualify as exempted contracts. There is therefore no requirement to comply with the tendering requirements set out in the Act.

8.12. The award is a Key Decision and must therefore comply with the Council's governance requirements in respect of Key Decisions including publication in the Forward Plan.

8.13. Cabinet has power to approve the recommendations under CSO 2.01 c ) (contracts valued at £500,000 or more).

8.14. The Director of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing Cabinet from approving the recommendations in this report.

**Equalities**

8.15. 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.

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

8.17. The report is seeking approval of contracts for heat supply arrangements at Selby Urban Village, in order to be able to deliver heat to the community buildings and homes in the Selby Urban Village development, N17. The development is increasing the number of Council homes, which will have a positive impact on individuals on the housing register, especially families in need of two and three-bedroom homes, which includes people in severe housing need and people currently living in temporary accommodation. Data held by the Council suggests that women, young people, and residents from ethnic minority backgrounds are over-represented among those living in temporary accommodation. The N17 postcode also has high levels of socioeconomic deprivation relative to the rest of the borough. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

8.18. There is potential for annual price increases of heat supply to disproportionately impact low-income households, disabled residents, older residents, and others who may have higher heating needs or spend more time at home. Mitigation against this impact includes the Ofgem regulation, consumer protection and fair pricing provisions, and the Council's ongoing contract management and oversight arrangements.

8.19. Reliable heating and hot water are essential services, particularly for vulnerable residents, including older people, disabled residents, households with young children, and those with long-term health conditions. The proposed arrangements include service standards and compensation provisions where service failures occur, helping to mitigate the impact of any interruption to heat supply. In the event of prolonged outages, residents will continue to have access to the Council's existing support processes and escalation routes. These measures are intended to reduce the risk of disproportionate impacts on residents who share protected characteristics and support the Council in meeting its Public Sector Equality Duty.

8.20. The heat supply contractor is obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above. Appropriate long term contract management arrangements will need to be established to ensure that the delivery of the heat supply arrangements does not result in any preventable or disproportionate inequality.

**Use of Appendices**

- Exempt Appendix 1: SUV Energetik Risk Table
- Exempt Appendix 2: Energetik Formal Proposal July 2026

**Background papers**

- 19 June 2024; Cabinet Member Signing Report 'Gateway 0 Report - Phase 2, Selby Urban Village, N17 – Bruce Castle Ward' Public Report
- 19 June 2024; Cabinet Member Signing Report 'Gateway 0 Report - Phase 2, Selby Urban Village, N17 – Bruce Castle Ward' Exempt Report
- 8 January 2026; Cabinet Member Signing Report 'Selby Urban Village – approval of procurement strategy for heat supply arrangements' Public Report
- 8 January 2026; Cabinet Member Signing Report 'Selby Urban Village – approval of procurement strategy for heat supply arrangements' Exempt Report
- 19 February 2026; Cabinet member Signing Report 'Award of main works contract for the construction of Selby Urban Village' Public Report
- 19 February 2026; Cabinet member Signing Report 'Award of main works contract for the construction of Selby Urban Village' Exempt report

**Local Government (Access to Information) Act 1985**

Exempt report is NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of. the Local Government Act 1972 in that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information).

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# MINUTES OF THE Cabinet Member Signing HELD ON Monday, 7th September, 2026, 11:30-11:40

## PRESENT:

## Councillors: Johann Beckford

**ALSO ATTENDING: Kodi Sprott, Committee and Governance Officer, Minesh Jani, Head of Audit and Risk Management, Fiona Roe, Interim Deputy Head of Audit and Risk Management**

### 1. FILMING AT MEETINGS

The Cabinet Member for Finance and Corporate referred to the notice of filming at meetings and this information was noted.

### 2. APOLOGIES FOR ABSENCE

There were none.

### 3. DECLARATIONS OF INTEREST

There were none.

### 4. URGENT BUSINESS

There were none.

### 5. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

### 6. PROVISION OF INTERNAL AUDIT SERVICES (CONTRACT FOR THE SUPPLY OF INTERNAL AUDIT SERVICES)

Haringey Council's internal audit service sought to access and call-off from two local authority framework agreements to provide an effective internal audit in order to comply with statutory requirements and achieve the best value for money for the Council.

Following queries from the cabinet member, it was explained that the Croydon framework was a single-provider framework, whereas the proposed framework was a multiple-provider framework. The multiple-provider approach would provide greater flexibility and resilience, as the Council would not be tied to a single provider. Should

there be any difficulties, including in relation to staffing or the quality of service, the Council would have the option to access an alternative provider.

It was noted that the Council had previously used the Croydon framework, which provided an established route for audit work. However, the proposed approach would provide access to a wider range of providers and would allow the Council to commission specialist services where required.

The officer explained that the scope of the framework was broad and could accommodate a range of activities and specialist requirements in the future, including potentially specialist technological or financial services. The two frameworks would therefore provide greater flexibility to meet the Council's requirements as they arose. It was explained that an analysis had been undertaken to determine which option represented the best value for money, and that the most advantageous option would be used. Where other requirements arose in the future, alternative procurement options could also be considered.

It was noted that, under a mini-competition approach, a number of pieces of work could be bundled together and providers could then compete to offer the most competitive price. The Cabinet Member also asked whether insourcing the work had been considered. It was explained that insourcing was not considered appropriate at this time. Changing the structure to increase the Council's in-house audit resource would not provide the same level of accessibility or flexibility as using an external provider, particularly given that the Council's requirements and workload were subject to change.

The predominant driver was the changing demand on the authority, and the benefits of accessing a shared service model and external expertise were therefore considered to outweigh the benefits of increasing in-house capacity.

**RESOLVED**

**The Cabinet Member for Finance & Corporate approved:**

Under CSO 2.01b the commencement of a procurement process and the Council entering into an Access Agreement with Croydon Council, to call off services from their single-supplier Audit Services Framework Agreement, as permitted under CSO 7.02. This would mean an award to call-off contracts to Forvis Mazars Public Sector Internal Audit Ltd (Mazars) pursuant to CSO 2.01(c) to deliver the Internal Audit service for Haringey Council from 1 October 2026 for period of 3 years, 6 months to 31 March 2030 at a total cost of up to £2.0m over the duration of the contract, AND

Under CSO 2.01b the commencement of a procurement process and the Council entering into an Access Agreement with Barnet Council to call off services from their multi-supplier Internal Audit and Advisory Services (Cross Council Assurance Service) Framework Agreement as permitted under CSO 7.02 from 1 October 2026 to 31 March 2029 at a total cost of up to £1.5m over the duration of the contract.

To allow for an extension to the contract with Barnet Council for up to another 5 years to 31 March 2034. If this option was exercised the cost woud be an additional £2.5m,

bringing the aggregated total value of the contract with Barnet to £4m for 8 year period.

The total cost for the provision of internal audit in any year would not exceed £0.5m allowing for any inflationary increases based on the 2026/27 tendered prices.

**Reasons for decision**

The current internal audit contract commenced on 1 April 2018 and expired on 31 March 2026 but which had been extended to 30 September 2026. Internal audit is a statutory function which Haringey Council is required to maintain. It is therefore necessary to ensure that an appropriate internal audit service is in place from 1 October 2026, to ensure ongoing compliance with statutory requirements as set out in options 4 and 5 at paragraphs 5.6 and 5.7 below.

**Alternative options considered**

Five options had been considered and these are set out below.

Option 1 – In House Service (Not Recommended)

Experience had proved that it was highly unlikely that an in-house resource could be recruited and retained to deliver the Council's internal audit service in its entirety. Most London boroughs had outsourced their internal audit service to some extent and none were looking to bring this service fully back in-house due to the ongoing costs of recruitment, retention and specialist audit training required. Nevertheless, consideration would continue to be given for recruiting internal audit professionals to carry out elements of internal audit work and to compliment the use of the external internal audit provider. The consideration would look to actively test whether in-house model delivers greater long-term value with an assessment of business knowledge, cost scale and long term talent strategy. It was recognised an in-house service allows auditors to develop a deep understanding of Council processes, key relationships and understand the culture of the Council. The Chief Audit Executive (Head of Audit and Risk Management) was required by the Global Internal Audit Standards to carry out an annual review of the internal audit service, and as part of this process, the Head of Audit and Risk Management would consider the opportunity to recruit in-house internal audit professionals to deliver the internal audit plan.

Option 2 – Open Tender (Not Recommended)

The potential contract values involved for this length of contract would require a full re-tender following procurement legislation, under the Procurement Act 2023, unless an acceptable alternative procurement route is used e.g. an appropriate framework agreement. The full open tender approach by Haringey alone was not recommended as taking an independent procurement route in this way would be resource-intensive and unlikely to achieve better results in terms of value for money than the other exiting framework options available.

Option 3 – Crown Commercial Services (CCS) (Not Recommended)

This was a framework agreement established by central government for the provision of internal audit services under their Management Consultancy Framework. Although geared towards provision within Central Government, local authorities were included in the list of organisations eligible to use the framework. The framework included the provision of services from all the main providers of Local Government internal audit, namely: BDO LLP, Deloitte LLP, Ernst & Young LLP, Grant Thornton LLP, KPMG LLP, Mazars LLP, PWC LLP, and RSM Tax and Accounting PLC. 5.4.2 To utilise the framework it would be necessary to conduct a 'mini competition' between the contractors. While this option would ensure that the market is tested, it was considered that, as with the full tender (option 2 above), it was unlikely that the relatively small number of audit days Haringey would require would attract better rates than those available under the Croydon Council Framework. The current indicative standard daily rates quoted by each of the contractors within the overall government framework are higher than those currently paid by the Council under the Croydon Council Framework.

Option 4 – Shared Service with another local authority (Not Recommended)

A number of London boroughs have entered into shared service arrangements to deliver their statutory internal audit service in recent years. Some of these arrangements form part of large, shared arrangements covering a range of different council services, while others only cover internal audit arrangements. In the longer term, it might be beneficial for the Council to consider shared service arrangements if issues with the existing and contractual delivery of internal audit services are identified and this could result in a reduced cost to the Council. In such circumstances, shared service arrangements might provide:

- Improved resilience – less reliance on the external audit delivery partner to provide audit resources to the council;

- Access to specialist internal auditors – most councils would not have sufficient work to justify employing these to work solely at one authority;

- Contract options – explore alternative arrangements, including other frameworks, shared services etc.;

- Career opportunities – developing and retaining in-house audit staff to avoid reliance on external contractors; offering experience and training across one or more councils may attract higher calibre candidates;

- Savings opportunities – ongoing financial constraints mean councils look to review how services are delivered; exploring alternative arrangements may reduce overall costs across authorities.

A small number of the shared service arrangements have since reverted back to stand-alone internal audit services for their respective authorities; this has been for various reasons including: a recognition that the Head of the Shared Internal Audit Service has less capacity to support more than one authority; service delivery arrangements had not met expectations; and strategic arrangements had changed.

Nevertheless, there were a number of shared service models that had been in operation for a number of years and remain viable.

At a time when Haringey Council was undergoing significant financial and operational challenges, the level of risk exposure was increased and therefore it was critical that an adequate level of dedicated internal audit work was maintained to ensure new working systems and processes are implemented effectively across the organisation and relevant assurance is provided; and that sufficient senior level audit resources are available to support officers and members. This option may be considered in the future by the Head of Audit and Risk Management as part of the annual appraisal of the internal audit service.

Option 5 – Alternative Framework contract (Recommended)

There was an alternative framework agreement established by Barnet Council (Cross Council Assurance Service) that became available from 1 April 2026 for the provision of internal audit services and, other local authorities (including Haringey) were included in the list of organisations eligible to use the framework.

The framework was structured to allow local authorities to procure using a mini competition route of the three providers on the framework; KPMG, PWC and Forvis Mazars. For Haringey, as KPMG was the external auditor, and local authorities cannot have the same internal and external auditor for independence reasons, the authority would not be able to appoint KPMG as its internal auditor. The possibility of using PWC and Mazars from this framework remained available where economically advantageous or for the effective delivery of the internal audit function. The contract was structured as a call-off and, as such, offers Haringey Council maximum flexibility in terms of the number of days purchased in any year, with no requirement to purchase a minimum number of days. This option was included in the recommendations above to ensure all options remain available for the delivery of internal audit at the Council should specific requirements be needed and would add resilience for maintaining internal audit.

Option 6 – Croydon Council Framework Agreement (Recommended)

This option involved the Council using the framework agreement procured by Croydon Council. Croydon Council tendered for a single supplier framework agreement to take effect from 1 October 2026. The tender process was run as an open procedure (ref: 077840-2025). Croydon Council had confirmed that the framework agreement has been tendered in compliance with Procurement Regulations. Croydon Council's framework agreement was delivered by a single supplier, Forvis Mazars Public Sector Audit Limited (Mazars), Haringey's current supplier.

This was a shared services model, whereby Croydon Council was the contracting authority (and therefore the service provider) and would call off a contract on behalf of the authorities which participate in the framework agreement. The framework agreement was structured to provide better value for money for audit services as more authorities join the framework. The contract was structured as a call-off and, as such, offers Haringey Council maximum flexibility in terms of the number of days purchased in any year, with no requirement to purchase a minimum number of days.

To ensure the contractor delivered maximum value for money throughout the contract lifecycle, the Head of Audit and Risk Management would implement a robust ongoing monitoring and annual evaluation framework using internal audit's Quality and Improvement Plan (QAIP). Service performance would be measured against clear key performance measures (KPIs), including plan delivery timelines, budget adherence, stakeholder satisfaction scores and the practical impact of audit recommendations. The Head of Audit and Risk Management would systematically track the depth of business insight provided and the overall cost-efficiency to ensure alignment with the Council's long term financial and strategic interests. This option would be used to provide a large proportion of the internal audit days required by Haringey.

The framework agreement rates are based on different daily rates for the various audit areas such as IT; Contract; and general audit (including schools). This was in line with the Council's current contract. The daily rate costs in the new framework were, collectively an increase on current costs but represent good value for money for the Council compared to other options.

The framework agreement rates would be subject to review and a Retail Prices Index-linked increase in April each year. Over the four-year period, the contract value was expected to be up to £2.0m for Haringey Council. The internal audit service for Homes for Haringey and Haringey Community Benefits Society was provided via the current framework.

There were clear administrative benefits in retaining the services of the existing supplier because they were fully conversant with the Council's operational arrangements, systems and processes as well as the standard of work the Council expects and would therefore provide staff with the requisite skills.

As stated at 5.7.2 above, the contract for the internal audit service would be between Haringey Council and Croydon Council and it was being recommended that Haringey Council enter into a contract for a four-year period from 1 October 2026.

The framework agreement, whilst being 'managed' by Croydon Council, would be delivered through Mazars. It was considered highly likely, although not guaranteed, that the current provider would continue to utilise staff working on the existing Haringey contract, thus retaining their accumulated knowledge about the Council.

In terms of contract payment and monitoring arrangements, unlike previously, Mazars will invoice Haringey Council directly for the audit work completed in accordance with the framework agreement's daily rates and Haringey Council would undertake regular contract monitoring and review meetings with Croydon and Mazars. Regular group meetings of the existing framework users already take place and it was envisaged that these would continue under the new framework agreement to ensure service developments and operational arrangements are satisfactory. Monthly contract monitoring review meetings take place under the current contract to ensure compliance with terms and conditions of the contract, including performance and output standards; and locally agreed performance and reporting arrangements. These meetings would continue under the proposed new contract.

The following outlines the contractual arrangements which would be in place if the council were to use the Croydon Council framework agreement:
a) Croydon Council and Mazars This is the framework agreement onto which Croydon Council appointed Mazars following a full tender process for the provision of internal audit and anti fraud services. This framework agreement commenced from 1 April 2026 and run for four years (to 31 March 2030).

b) Contract between Haringey and Croydon Council

A contract would be established between Haringey and Croydon Council, whereby Croydon would undertake to provide Haringey with a number of audit days as per its requirement/ specification. Croydon Council would be responsible for delivering the services by calling-off a sub-contract from their framework agreement with Mazars.

c) Letter of engagement between Haringey Council and Mazars

This agreement was necessary to ensure that the process remains as streamlined as possible at the operational level and allows existing working practices to continue as far as is required. This agreement would enable Mazars to issue all audit reports direct to Haringey Council, rather than via Croydon Council

CHAIR:

Signed by Chair ……..

Date ……

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# MINUTES OF THE Cabinet Member Signing HELD ON Monday, 7th September, 2026, 12:00-12:15pm

## PRESENT:

## Councillors: Tammy Hymas

**ALSO ATTENDING: Kodi Sprott, Committee and Governance Officer, Samantha Jones, Senior Housing Delivery Project Manager, Daniel Layton, Interim Delivery Director**

### 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. APPROVAL TO AWARD CONTRACT, KINGS ROAD CAR PARK, N17

On 11 November 2025, Cabinet approved the commencement of a procurement exercise for the selection of a main contractor to deliver the redevelopment of Kings Road Car Park (land to the rear of St James Place), N17 8NP (“the Development”), in accordance with Contract Standing Order (CSO) 2.01(b).

The scheme formed part of the Council's Housing Delivery Programme and the commitment to deliver 3,000 new Council homes by 2031. Following completion of a competitive tender process, this report sought approval to appoint the contractor identified in the exempt report to deliver the Development, in accordance with Contract Standing Orders 2.01(c). The report also sought Cabinet Member approval to appropriate the site from housing purposes to planning purposes to facilitate the Development and enable the Council to utilise its powers under Section

203 of the Housing and Planning Act 2016 in respect of any third-party rights affected by the Development. Following practical completion of the Development, approval would also be sought to appropriate the land back to housing purposes.

The Cabinet Member queried resident feedback, officers explained that the main concern from residents was the loss of car parking and reassured that as a way forward CPZ parking would be made available for existing residents. The reason for this being a Cabinet Member Signing was due to GLA funding deadline being the 30th September.

**RESOLVED**

**The Cabinet Member for Housing:**

- Approved the total scheme cost for the delivery of the Development, as detailed in Appendix 4 (Part B Exempt Report).

- Approved the appointment of Contractor A, as identified in Appendix 4 (Part B Exempt Report), to deliver the Development at Kings Road Car Park (land to the rear of St James Place), N17 8NP, comprising 9 new Council homes, for the contract sum of £3,950,256 and client contingency set out.

- Approved the issuance of a Letter of Intent for up to 10% of the contract value, as set out in Appendix 4 (Part B Exempt Report).

- Approved the appropriation of the land at Kings Road Car Park (land to the rear of St James Place), N17 8NP, shown edged red on the Site Plan at Appendix 1, from housing purposes to planning purposes pursuant to Section 122 of the Local Government Act 1972, to facilitate the delivery of the Development approved under planning permission reference HGY/2025/3409 and enable the Council to utilise its powers under Section 203 of the Housing and Planning Act 2016.

- Approved, that upon appropriation of the land for planning purposes, the use of the Council's powers under Section 203 of the Housing and Planning Act 2016 to override easements and other third-party rights and interests affecting the land shown edged red on the Site Plan at Appendix 1 which may be interfered with by the construction and use of the Development approved under planning permission reference Page 3 HGY/2025/3409.

- Approved the delegation of authority to the Delivery Director of Capital Projects and Property, in consultation with the Corporate Director of Finance and Resources and the Cabinet Member for Housing, to: a) implement the appropriations referred to in this report including determining the precise timing of such appropriations; b) take all necessary steps to enable reliance on section 203 of the Housing and Planning Act 2016 c) agree and make any necessary compensation payments arising from valid claims relating to third-party rights affected by the Development.

- Approved the subsequent appropriation of the land shown edged red on the Site Plan at Appendix 1 from planning purposes back to housing purposes within the Housing Revenue Account, pursuant to Section 19 of the Housing Act 1985, such appropriation to take effect upon practical completion of the Development.

**Reasons for decision:**

The site known as Kings Road Car Park (land to the rear of St James Place), N17 8NP, was approved by Cabinet in October 2021 for inclusion in the Council's Housing Delivery Programme. Planning permission for the redevelopment of the site was subsequently granted on 18 February 2026 under application reference HGY/2025/3409, for the construction of 9 x four-bedroom, three-storey Council homes for Social Rent, together with associated refuse and cycle stores and landscaping.

Financial appraisals, supported by the Council's independent cost consultant, confirmed that the scheme was viable and represented value for money. Following the completion of the procurement process, the recommended contractor was identified as submitting the Most Economically Advantageous Tender (MEAT) and is therefore recommended for contract award.

The approved development would deliver nine family-sized Council homes for Social Rent and make a significant contribution towards addressing the shortage of larger affordable homes within the borough. Four-bedroom Council homes were in particularly short supply and were required to meet the needs of families currently living in overcrowded accommodation or temporary housing. The Development would therefore help meet identified housing need whilst supporting the Council's objective of delivering 3,000 new Council homes by 2031.

The Development represented the efficient redevelopment of an underutilised HRA asset and will provide long-term social value through the delivery of high-quality affordable housing on Council-owned land.

The Development had been designed to address existing issues associated with the site, including anti-social behaviour and fly-tipping, through enhanced natural surveillance, improved site layout, secure access arrangements, and dedicated refuse storage facilities. Collectively, these measures will improve the quality of the local environment and contribute to a safer and more attractive neighbourhood for both existing and future residents.

**Alternative options considered:**

The Council could choose not to proceed with the Development. This option was rejected because it would prevent the delivery of the approved scheme of nine family sized Council homes for Social Rent and would fail to make effective use of Council owned land to address identified housing need.

The Council could proceed with the Development without appropriating the site for planning purposes and without relying upon the powers contained within Section 203 of the Housing and Planning Act 2016. This option was rejected because it could

expose the Council to the risk of injunctions or other legal challenges arising from third-party rights or easements affected by the Development. Appropriation for planning purposes enables the Council to utilise its powers under Section 203 of the Housing and Planning Act 2016, ensuring that any interference with third-party rights is converted into a right to compensation rather than a right to prevent or delay the Development.

The Council could choose not to appropriate the land back to housing purposes following practical completion of the Development. This option was rejected because the completed homes are intended to remain within the Housing Revenue Account and be managed as Council housing at Social Rent. Re-appropriation to housing purposes is therefore necessary to facilitate the long-term ownership and management of the completed homes.

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

The exempt information was considered.

**8. EXEMPT APPROVAL TO AWARD CONTRACT, KINGS ROAD CAR PARK, N17**

The exempt information was considered.

CHAIR:

Signed by Chair ……..

Date ……

# MINUTES OF THE Cabinet Member Signing HELD ON Tuesday, 15th September, 2026, 3.00 - 3.07 pm

## PRESENT:

## Councillors: Mark Blake

**9. FILMING AT MEETINGS**

**RESOLVED:**

That 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. ARRANGEMENTS FOR JOB SHARE OF CABINET MEMBER PORTFOLIO ROLE FOR HEALTH AND SOCIAL CARE**

The Democratic Services and Scrutiny Manager introduced the report. The rationale for the report was outlined.

It was explained that the provision outlined in the report would allow for the implementation of the six-month job share role for the portfolio role for health and social care.

**RESOLVED:**

That the Leader of the Council:

1. Confirmed that Cllr Tehseen Khan is the decision-making Cabinet portfolio holder for Adults and Health and hold the portfolio responsibilities outlined at

paragraph from the 21st of May to the 24th of November.

2. Confirmed that Cllr Hannah Ward is the non-decision-making Cabinet portfolio holder for Adults and Health taking forward an advisory and non-decision-making role between the 21st of May 2026 to 24th of November 2026.

3. Confirmed that Cllr Hannah Ward is the decision-making Cabinet portfolio holder for Adults and Health and hold the portfolio responsibilities outlined at paragraph 6.3 from the 24th of November to the 17th of May 2027

4. Confirmed that Cllr Tehseen Khan is the non-decision-making Cabinet portfolio holder for Adults and Health taking forward an advisory and non-decision-making role between the 24th of November 2026 to the 17th of May 2027.

5. Noted the voluntary special responsibility allowances allocation.

**Reasons for decision**

The allocation of the non-decision maker role was, advisory and by its definition meant that the council was adhering to the maximum 10 decision making portfolio roles in Cabinet.

To meet governance and constitutional requirements, as well as Article requirement for the Leader to maintain setting out which individual Cabinet members, Committees of the Cabinet or officers were responsible for the exercise of particular Cabinet functions.

**Alternative options considered**

To not have a non-decision maker role allocation; but this would mean that there was no reference point or clarification point on how the job share would work and meet the constitutional requirements of executive functions.

## 15. APPOINTMENT OF MEMBERSHIP FOR THE CORPORATE PARENTING COMMITTEE AND COMMUNITY SAFETY PARTNERSHIP 2026/27

The Committees Manager introduced the report. The rationale for the report was outlined.

**RESOLVED:**

That the Leader of the Council:

1. Agreed the appointment of Members to the Corporate Parenting Advisory Committee and Community Safety Partnership as set out within Appendix A.

**Reasons for decision**

Establishing a Corporate Parenting Advisory Committee ensured that there was an overview of the Councillors statutory role as a corporate parent, assisting the Council to deliver its duties to children in care and young people leaving care.

Appointments from Cabinet were required to the Community Safety Partnership to reflect statutory duties and enable high level, accountable, strategic, oversight of issues relating community safety.

**Alternative options considered**

Not applicable as the Cabinet had already agreed to establish the Corporate Parenting Advisory Committee.

The Community Safety Partnership was a statutory partnership body and therefore not appointing Cabinet Members to this body was not an option.

CHAIR:

Signed by Chair ……..

Date ……

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# Delegated Decisions taken by Corporate Directors

## For Reporting to Cabinet - September 2026

| Corporate Director | Date | Title | Decision | Exempt? |
|---|---|---|---|---|
| Corporate Director of Environment and Resident Experience | 07/09/2026 | Approval for Implementation of Standing Order 2.05.1 n) to award an open access agreement to Freshwave Facilities Ltd, for the attachment of 4G/5G small cell apparatus to street lighting columns within the borough's public highways. | Freshwave Facilities Ltd for the attachment of 4G/5G small cell apparatus to street lighting columns within the borough's public highways for a period of:<br>10 years commencing 6th August 2026 to 5th August 2036, subject to an early exit clause that can be invoked by either party after 5 years.<br>The income generation is anticipated to be in the order of £200k to 300k over the full period of the agreement depending upon the extent to which the street lighting assets are utilised. | No |
| Corporate Director of Adults, Housing and Health | 18/09/2026 | Approval for Implementation of Contract award to Herts Heritage Building & Roofing Ltd., DCK Construction Ltd. and Prime Fire Safety Ltd. | For the Corporate Director Adult, Housing & Health to waive Contract Standing Order (CSO) 12.02 as allowed under CSO 18.01, 18.01.01 pursuant to CSO 18.01.2 (d) and approve the award of three separate contracts to (i) Herts Heritage Building & Roofing Ltd., (ii) DCK Construction Ltd. and (iii) Prime Fire Safety Ltd. for the delivery of Void remediation and refurbishment works pursuant to CSO 18.01.4 (b) | Yes |
| Corporate Director of Finance and Resources | 18/09/2026 | Disposal of Langham Road, N15 ("the Property") | Approves the sale of the Property for £390,000 based on the Heads of Terms in Appendix 2, the Contract and Transfer at Appendix 5. | No |
| Corporate Director of Adults, Housing and Health | 23/09/2026 | To approve Haringey Council participation in and signature of the Haringey Neighbourhoods Test Bed Memorandum of Understanding. | The Test Bed supports implementation of the neighbourhood health model, expansion of the Multi-Agency Care Coordination service into Integrated Neighbourhood Teams across three neighbourhoods, reduction of health inequalities, and improved outcomes for residents with complex needs. Being party to this Memorandum of Understanding enables Haringey Council to shape future integrated care arrangements and for residents benefit from £1.316m of additional NHS investment. | No |

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| Corporate Director of Adults, Housing and Health | 24/09/2026 | Approval for implementation of Contract Standing Order 7.02, the use of Frameworks, and Contract Standing Order 2.05.1(n) for the award of a contract for provision of Treatment for Japanese Knotweed, Giant hogweed and Other Invasive Weeds to The Grounds Care Group (UK) Limited. | For the Director of Adult, Housing & Health Services to approve the implementation of CSO 7.02 (the use of Frameworks) for the direct award of a contract under CSO 2.05.1 (n) to the Grounds Care Group for the treatment of Japanese knotweed, Giant hogweed and other Invasive Weeds, through the NHS SBS Framework Grounds Maintenance & Associated Services SBS105001, Lot 1 at a total maximum value of £300,000.00 from 30.09.2026 - 29.09.2031.<br>The total cost over the life the contract (including any extensions) is £300,000 | No |
| Corporate Director of Finance and Resources | 17/09/2026 | Approve the acquisition of 12 properties under individual long leaseholds | Not to acquire the homes. This option has been rejected because it would be a missed opportunity for the Council to:<br>•Secure 12 new Council homes.<br>•Assist in maintaining momentum and progress in the overall aspiration to provide affordable housing in the borough. | No |
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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