NOTICE OF MEETING

AGENDA FOR THE CABINET

Tuesday, 10th November, 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 24 below. New items of exempt business will be dealt with at Item 30 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 - 24)

To confirm and sign the minutes of the meeting held on 20 October 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. CORPORATE DELIVERY PLAN 2026-2028 (PAGES 25 - 86)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Leader of the Council.

10. DRAFT 2027-28 BUDGET AND 2027-2032 MEDIUM TERM FINANCIAL STRATEGY REPORT (PAGES 87 - 172)

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

11. REGULATION 19 CONSULTATION ON PROPOSED SUBMISSION VERSION OF HARINGEY LOCAL PLAN 2027-2042 AND SUBMISSION TO SECRETARY OF STATE (PAGES 173 - 194)

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

Appendices for this item are located in Agenda Supplement 1.

12. ADMISSION TO SCHOOLS - PROPOSED ADMISSION ARRANGEMENTS FOR 2028/29 (PAGES 195 - 306)

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

13. APPROVAL TO EXTEND CURRENT HIGHWAYS AND STREET LIGHTING CONTRACTS AND APPROVAL OF THE PROCUREMENT STRATEGY FOR A FUTURE COMBINED HIGHWAYS AND STREET LIGHTING CONTRACT (PAGES 307 - 318)

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

14. ASBESTOS REMEDIATION WORKS, 4 YEAR CONTRACT (PAGES 319 - 324)

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

15. BRUCE CASTLE MUSEUM PHASE 2 - PERMISSION TO INITIATE TENDER ACTION FOR A CONSTRUCTION WORKS CONTRACT. (PAGES 325 - 332)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Culture and Leisure

16. CONTRACT EXTENSION - TYCO CCTV MAINTENANCE CONTRACT (PAGES 333 - 344)

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

17. CONTRACT EXTENSION - NSL (MARSTON HOLDINGS) NUISANCE VEHICLE CONTRACT (PAGES 345 - 354)

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

18. DECISION TO CONSULT ON A STRATEGY TO REDUCE POVERTY IN HARINGEY (PAGES 355 - 414)

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

19. GRANT ACCEPTANCE - HOUSING DEMAND (PAGES 415 - 422)

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

20. GYPSY AND TRAVELLER PITCH ALLOCATION - A DRAFT POLICY FOR CONSULTATION (PAGES 423 - 456)

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

21. SUBSTANCE MISUSE SERVICES FOR CHILDREN AND YOUNG PEOPLE (PAGES 457 - 466)

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

22. MINUTES OF OTHER BODIES (PAGES 467 - 478)

To note the minutes of the following:

Cabinet Member Signing

28 Oct 2026, 3.30 pm - Administrative amendment to Merchant Acquirer Re-Procurement

20 Oct 2026, 4.30 pm - Approval of Additional Expenditure and Final Payment to Accora Limited report

16 Oct 2026, 9.00am - Approve Funding from Arts Council England to Haringey Music Service for the North London Music Hub.

23. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 479 - 480)

To note the delegated decisions taken by Directors.

24. NEW ITEMS OF URGENT BUSINESS

As per item 3.

25. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Committees Manager

Items 27-29 allow for consideration of exempt information in relation to items 13-15.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 27-30 contains 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).

26. EXEMPT - MINUTES (PAGES 481 - 486)

To confirm and sign the exempt minutes of the meeting held on 20 October 2026 as a correct record.

27. EXEMPT APPROVAL TO EXTEND CURRENT HIGHWAYS AND STREET LIGHTING CONTRACTS AND APPROVAL OF THE PROCUREMENT

STRATEGY FOR A FUTURE COMBINED HIGHWAYS AND STREET LIGHTING CONTRACT (PAGES 487 - 524)

Relating to item 13.

28. EXEMPT ASBESTOS REMEDIATION WORKS, 4 YEAR CONTRACT (PAGES 525 - 526)

Relating to item 14.

29. EXEMPT BRUCE CASTLE MUSEUM PHASE 2 - PERMISSION TO INITIATE TENDER ACTION FOR A CONSTRUCTION WORKS CONTRACT. (PAGES 527 - 530)

Relating to Item 15.

30. 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, 02 November 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.

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Agenda Item 6

MINUTES OF THE Cabinet HELD ON Tuesday, 20th October, 2026, 6.32 - 7.47 pm

PRESENT:

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

ALSO ATTENDING:

Councillors: Tony Powell, Ibrahim Ali

41. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

42. APOLOGIES

Apologies were received from Councillor Twigg.

43. URGENT BUSINESS

There was none.

44. DECLARATIONS OF INTEREST

Cllr Beckford noted that they were appointed by the Council to the membership of the North London Waste Authority in May 2026 by virtue of my Cabinet responsibilities. The North London Waste Authority have a working relationship with the Lee Valley Heat Network referred to in the report and recommendations. It was noted that Councillor Beckford was granted dispensation to vote on matters relating to North London Waste Authority by the Standards Committee in June.

Councillor Kuper noted that they were appointed by the Council to the membership of the North London Waste Authority the North London Waste Authority agreed by full Council in July. The North London Waste Authority have a working relationship with the Lee Valley Heat Network .Due to Committee meeting scheduling, the Standards Committee are due to consider a dispensation in relation to my council membership role of North London Waste Association at their November meeting and therefore recused themselves from the meeting at items 15 and 23.

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

There was none.

46. MINUTES

The minutes of the meeting held on 15 September 2026 were discussed.

RESOLVED:

The minutes of the meeting held on 15 September 2026 were agreed as a true and accurate record of proceedings.

47. DEPUTATIONS/PETITIONS/QUESTIONS

A question was received from a resident, questioning: What is the number of Council tenants who were assessed as requiring an adaptation to their home to support their disabled child, and what is the current longest waiting time to receive this adaptation?

The Cabinet Member for Housing provided a response. It was stressed that there was a need to assess need of residents. It was explained that different services worked together in the interests of residents.

It was also noted that the Council was working to improve Council housing building to meet the need of communities.

A questions was additionally received which was answered by the Cabinet Member in writing: "The Cabinet Member's introduction to the Annual Feedback and Resolutions Report says: '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.' The report also says that, because of problems implementing the complaints system, 'validated timeliness data for Children's Statutory complaints is not available for 2025/26'. The regulations for these complaints require a Stage 2 response within 25 working days or, where that cannot be met, a written reason and a date no later than 65 working days. How many children's statutory Stage 2 investigations open today have passed 65 working days, and how many working days has the longest been open."

The written explanation noted that: Children's Statutory Complaint Stage 2 investigations are often complex and require the appointment of an Independent Investigator and Independent Person, detailed review of records, and interviews with current members of staff. The reasons for investigations remaining open beyond 65 working days vary from case to case and can include the complexity of the issues raised, the availability of participants, challenges in securing independent investigators, and the time required to ensure investigations are thorough, fair and robust.

As previously reported, validated performance reporting for Children's Statutory Complaints remains subject to system limitations. These figures have therefore been established through a manual review of all open Stage 2 investigations.

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

There were none.

49. ACCEPTANCE OF LOCAL AUTHORITY HOUSING FUND (LAHF) GRANT FUNDING

The Cabinet Member for Housing introduced the report.

The Cabinet Member explained that secure, affordable and well-maintained housing was recognised as a key factor in supporting the health, wellbeing and stability of individuals and families. At the time of the report, Haringey had more than 2,758 families living in temporary accommodation, representing a total of 8,288 people, or approximately 3% of the borough's population.

It was explained that the report noted that reductions in the availability of council housing, combined with insufficient replacement provision, had contributed to increased pressure on housing services. As a result, local authorities had become increasingly reliant on temporary accommodation to meet their statutory homelessness duties. The Council was seeking opportunities to build and acquire homes to reduce reliance on temporary accommodation and provide more stable housing options for residents.

It was explained that, during the year, funding had been secured from several sources, including the Greater London Authority (GLA), developer contributions, Right to Buy receipts and the Local Authority Housing Fund (LAHF), to support the acquisition of additional homes.

GLA funding was expected to assist 362 residents in moving out of temporary accommodation. Funding from developer contributions was expected to support around 100 additional residents, while the Local Authority Housing Fund was anticipated to assist a further 600 residents. Collectively, the funding secured during the year was expected to help just over 1,000 people move from temporary accommodation into longer-term housing.

The Cabinet Member highlighted that the homes acquired through these programmes were intended to be provided at affordable rent levels for local residents. The report also highlighted the continuing financial pressures associated with temporary accommodation, with the Council spending close to £60 million per year on accommodation provided by private landlords for homeless households. The Council continued to pursue a programme of housing improvement, repair, acquisition and development across the borough, with the aim of increasing the supply and quality of housing available to residents.

Following questions from Councillors Powell the following information was shared:

- It was asked why the previous allocation of grant funding was sought unlawfully through delegated approval. The Cabinet Member explained that they would provide an answer to the question in writing following the meeting.

- It was explained that the Council was seeking good value for money through the grant funding, noting that the purchase of homes, rather than utilising temporary accommodation, would provide long term sustainability.

RESOLVED:

That Cabinet:

1. In accordance with Contract Standing Order CSO 21.01 and Contract Standing Order 9.07.1(d), approved the acceptance of capital funding (£21,771,000) and revenue funding (£124,575) from the Local Authority Housing Fund, third funding round (LAHF R3), to enable the Council to acquire 84 homes in the borough.

2. In accordance with Contract Standing Order CSO 21.01 and Contract Standing Order 9.07.1(d), approved the acceptance of capital funding (£38,448,000) and revenue funding (£259,604) from the Local Authority Housing Fund, fourth funding round (LAHF R4), to enable the Council to acquire 152 homes in the borough.

3. Delegated authority to the Director of Capital Projects and Property, following consultation with the Corporate Director of Finance and Resources and the Director of Legal and Corporate Governance (Monitoring Officer), to agree and enter into the final grant documentation and contracts, including the LAHF R4 Memorandum of Understanding (MoU) and any other necessary documentation.

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

Reasons for the Decision

The Council was committed to providing good-quality housing for residents of the borough. This decision represented an important step towards achieving that aim.

Acceptance of the grant provided an opportunity to leverage additional funding into the programme, enabling the Council to deliver a greater number of homes for rent overall.

The purchase of these homes also helped to meet housing needs in Haringey, reduced pressure on the Temporary Accommodation budget, and enabled the Council to use Right to Buy receipts to fund other stock replacement projects.

Alternative Options Considered

The alternative option was not to accept the grant funding. This would have meant that additional homes were not purchased in the borough, resulting in more people remaining in temporary accommodation at greater cost to Haringey.

50. ANNUAL FEEDBACK AND RESOLUTIONS REPORT

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

The Cabinet Member explained that the Council had faced a significant challenge in relation to complaints. For the third consecutive year, it 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 were upheld. This indicated that the Council had not consistently met residents' expectations in the delivery of services and support. It was explained that the issue was not the number of complaints itself; an increase in complaints could also indicate that residents felt more able to raise concerns with the Council. The key concern was that too many residents experienced delays or received responses that did not fully address their issues, and that complaints were not consistently leading to service improvements.

It was stressed by the Cabinet Member that housing remained a particular area of concern, with more than half (53%) of complaints in 2025/26 relating to services within that directorate. The Housing Ombudsman Service upheld 86% of complaints during the previous year. Although this represented an improvement from 95% in the preceding year, the figure remained high. Efforts were underway to address these issues through the Housing Complaints Improvement Sub-Plan.

It was explained that the report also included the Council's annual self-assessment submissions to the Local Government and Social Care Ombudsman and the Housing Ombudsman Service. These documents set out how the Council's policies aligned with the standards required by the respective codes of practice. The assessments also acknowledged areas where performance had not yet met the objectives set out in those policies.

Inclusion of the assessments within the report provided a further opportunity for scrutiny and challenge by Cabinet. Any feedback received from Cabinet was to be reflected in the final submissions.

The Cabinet Member highlighted that the resident experience, including the management of complaints, remained a Council priority and was reflected in the Corporate Delivery Plan. It was recognised that improvements to complaint handling needed to be considered alongside broader areas where service standards had not consistently met residents' expectations.

Work was also being undertaken to address historic underinvestment in Customer Services, with the aim of improving residents' access to information and support in a timely and effective manner. While improvements were expected to take time, it was

anticipated that strengthened front-line services and a focus on resolving issues correctly at the earliest opportunity would help reduce frustration for residents and Members.

Cabinet stressed that progress against the Complaints Improvement Plan was being monitored closely to ensure transparency and accountability. The Council aimed to demonstrate measurable improvement in the Feedback and Resolutions Report for 2026/27.

Following questions from Councillors Blake, Hymas and Powell, the following information was shared:

- It was explained that the Council recognised the issues from poor communication with residents and the negative impact that this had on residents utilising services. It was identified that improving and developing clear communication was a core part of service improvement.

- It was noted that Housing complaints contributed to around 50% of complaints and stressed that the Council was seeking to improve upon the experience of residents in this area. It was noted that clear communication was an important part of this and was stressed that the Council sought general improvement in this area.

- It was noted that the work on improving the resolution of complaints was beginning, but that data was not available on the Council's improvement work since the start of the administration. It was stressed that the Council would be continuing to work to improve and would be monitoring this over time.

- It was stressed that the target for improvement was an initial one, which was aimed to be realistic, as part of a two-year plan and that the Council would seek to further improve following the completion of this plan with further ambitious targets.

RESOLVED:

That Cabinet:

1. Delegated 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 the report and its appendices.

2. Noted the 2025/26 Annual Feedback and Resolutions Report.

3. Noted the Housing Ombudsman Service Annual Self-Assessment at Appendix F and the Local Government and Social Care Ombudsman Self-Assessment.

4. Noted the Complaints Improvement Plan at Appendix D and the Housing Service Sub-Improvement Plan, which set out the Council's approach to addressing the issues identified in the Annual Report and the self-

assessments.

Reasons for the Decision

In line with the statutory requirements set out in the Housing Ombudsman's Complaint Handling Code, it was essential that the governing body maintained oversight of complaint performance. Presenting the report to Cabinet ensured transparency, accountability and strategic governance in relation to complaint handling processes. It enabled Cabinet to assess organisational responsiveness, identify areas for improvement, and ensure that service delivery remained resident-focused and compliant with regulatory expectations.

In addition, the Council was required to submit annual self-assessments to the Local Government and Social Care Ombudsman and the Housing Ombudsman Service, demonstrating how these had been reviewed and how the identified risks and issues would be addressed.

Alternative Options Considered

Publishing an Annual Feedback and Resolutions Review was a requirement. As a result, no alternative options were considered.

51. BETTER BUS PARTNERSHIP TFL FUNDING PROGRAMME

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

The Cabinet Member explained that the impacts of climate change were already being felt across Haringey and were affecting residents in a range of ways. Increasingly frequent heatwaves, flooding, rising living costs and growing public health pressures had created challenges across the borough. Air pollution also continued to affect the health of local communities and contributed to existing health inequalities. It was estimated that around 100 residents died each year from causes associated with poor air quality.

It was explained that, for many residents, particularly those living in the east of the borough, access to a private car was not available, and car ownership rates were below 50%. These residents relied on bus services to access employment, education, healthcare, shopping and social networks. Many of these communities also experienced higher levels of deprivation, poorer air quality and greater transport inequalities. Investment in public transport was therefore seen as an important mechanism for addressing environmental, public health and accessibility challenges. Bus services played a particularly important role for older people, disabled residents, young people and lower-income households.

The Cabinet Member noted that the Better Bus Partnership represented a significant investment in Haringey's public transport network. The programme aimed to improve bus reliability and reduce journey times on some of the borough's busiest routes. It was anticipated that these improvements would encourage greater use of public transport, reduce reliance on private vehicles, ease congestion, reduce emissions and

improve air quality. The scheme was therefore expected to deliver benefits extending beyond transport, including positive impacts on public health, environmental objectives and residents' quality of life.

It was explained that the Better Bus Partnership was intended to support the development of a cleaner, healthier and better-connected borough, while also facilitating economic activity and improving everyday journeys for residents. Improved bus services were expected to contribute to better air quality, lower carbon emissions and increased accessibility across the borough. The programme was therefore presented not only as an investment in transport infrastructure, but also as an investment in the health, opportunities and long-term wellbeing of Haringey residents.

Following questions from Councillors Ali and Powell, the following information was shared:

- It was explained that the Council was engaging with businesses on the Green Lanes and West Green Road. It was stressed that the Council was working co-productively with residents as much as possible. It was explained that there was some expected opposition to the scheme but noted that there was understandable trepidation to the loss of parking, but stressed that there was no expected economic impact on business from the proposals. It was additionally noted that there were other members of the community who were on board with the programme.

- Officers explained that there had been engagement with businesses and that they would have the opportunity to help work to shape the proposals contained within the programme.

- It was explained that the Council was seeking to accept £10 million from TfL for the project, which would be able to be shaped by residents and the Council.

- Officers explained that there was a positive level of adoption of electric vehicles but noted that there was still pollution created from these vehicles from particulate matter from brakes. It was stressed that the Council was seeking to encourage more active and public transit.

- It was explained that the Albert Rd/Dunstall Rd scheme had been reviewed by officers and the proposals for this area would not be progressed.

RESOLVED:

That Cabinet:

1. Approved the acceptance of £10 million from Transport for London as part of its Better Bus Partnership Programme, subject to the terms and conditions of the funding agreement.

2. Delegated authority, 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.

3. Noted the high-level programme of projects set out in Tables 1, 2 and 3, recognising that individual projects would be subject to further feasibility work, design development, stakeholder engagement, statutory processes, funding availability and detailed approval processes, as required.

Reasons for the Decision

The £10 million Better Bus Partnership investment represented a significant opportunity to improve Haringey's transport network and public realm, delivering benefits for residents, businesses and visitors across the borough. The programme supported a wide range of users, including bus passengers, pedestrians, cyclists, and those accessing town centres, community facilities, employment areas and cultural destinations.

The benefits of the programme were particularly significant for groups 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 supported inclusive growth and helped to reduce transport inequalities across the borough.

The Council sought to leverage investment into the Tottenham area for the benefit of businesses and residents, recognising that the UEFA European Championship in 2028 would bring an influx of visitors to the borough, many of whom would use public transport and the connecting footways and public realm leading to Tottenham Hotspur Stadium. The opportunity to provide an enhanced public realm and gateway into the borough, together with a lasting legacy for local communities, represented a significant opportunity for Haringey.

There was a funding delivery deadline of the 2029/30 financial year, which was further emphasised by the UEFA European Championship taking place in June 2028.

Detailed engagement and consultation were to be undertaken on the various workstreams as they developed, involving key stakeholders, internal teams and the wider public. At that stage, the programme represented a high-level summary of potential projects, with detailed proposals to be developed by design teams and informed by engagement activities once projects had commenced.

The projects set out in Table 3 were to use Better Bus Partnership funding for design development only. Alternative funding sources, including Section 106 developer contributions, Community Infrastructure Levy (CIL) funding and Transport for London Local Implementation Plan (LIP) funding, had been identified for delivery of these schemes. This approach maximised the outcomes achievable through the Better Bus Partnership Programme.

Alternative Options Considered

The alternative option was not to accept the funding and not to proceed with the programme. This would have resulted in the Council foregoing the £10 million

investment in highway assets, and the associated benefits of improved bus journey times, enhanced walking and cycling infrastructure, and improvements to the public realm would not have been realised. For this reason, the option was rejected.

52. CONTRACT AWARD - PROCUREMENT OF ENFORCEMENT AGENCY SERVICES VIA THE YPO FRAMEWORK TO COLLECT PCN RELATED DEBT FOR THE AUTHORITY

The Cabinet Member for Climate Action and Transport introduced the report.

It was explained that the Council had stated its aim of creating a fairer and more equitable borough, with a focus on supporting vulnerable residents and ensuring that interactions between the Council and local communities were conducted in a supportive and considerate manner. This approach was intended to apply equally in circumstances where a debt was owed. The decision increased the number of parking enforcement providers from a single provider to a panel of four providers, with a further two providers held in reserve. This approach aligned the Council's arrangements more closely with those adopted by many other London boroughs.

It was noted that four new requirements had been introduced for enforcement providers: Performance measures relating to the recovery of foreign vehicle debt; Performance measures to support enforcement involving vehicles with no registered keeper recorded by the DVLA; A robust approach to addressing persistent evasion of parking enforcement; Enhanced data analysis and earlier identification of vulnerability and financial hardship, together with increased social value delivery.

The Cabinet Member explained that the revised arrangements were intended to improve the Council's ability to address non-compliance with parking regulations, including cases involving individuals who did not reside within the borough, while also strengthening support and protections for vulnerable people and delivering wider community benefits. Providers were required to deliver community benefit and investment valued at more than £500,000, together with approximately £70,000 in skills and training initiatives and more than £20,000 in environmental commitments. Additional requirements included supporting local employment, apprenticeships and work-experience opportunities. The arrangements were designed to operate in accordance with the Council's Ethical Debt Reduction Policy. Vulnerability assessments were incorporated throughout the enforcement process, and access to specialist welfare support was to be provided where concerns regarding vulnerability or hardship were identified.

Following questions from Councillors Wolson and Powell the following information was shared:

- It was stressed that there was a statutory requirement to enforce, but that the Council would seek to protect vulnerable residents through its enhanced protections in the contract, which included protected characteristics. It was also stressed that the Council would include the need to identify vulnerable residents as part of the contract and provide support.

- It was stressed that the proposed contract was primarily aimed to collect Penalty Charge Notices (PCNs) which had been issued to persistent offenders.

- It was explained by officers that the proposed model was the most efficient model available, and that this was common across other comparable authorities.

- Officers explained that there would be robust monitoring undertaken by officers on the quality of the delivery of the contract, and how the contract was managed, to ensure no undue distress for residents.

RESOLVED:

That Cabinet:

1. Pursuant to Contract Standing Order 7.02 (use of a compliant framework) and 2.01(c), approved the award of a contract for the provision of Enforcement Agency Services to six suppliers set out in the exempt appendix (Part B) (active and reserve), for a period of two years from 16 November 2026 to 15 November 2028, with no option to extend. The estimated aggregate contract value was £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.

2. Approved four bidders becoming active providers from contract award, with the remaining two bidders designated as reserve providers. Active suppliers could be moved to the reserve list, and reserve suppliers could become active providers, in accordance with the Enforcement Agency Specification and Code of Practice.

3. Noted that the number of Penalty Charge Notices (PCNs) registered at the Traffic Enforcement Centre (TEC) over the term of the contract was estimated at 120,000. The registration cost was £11.00 per PCN, resulting in a total cost of £1.32 million. Although some PCNs remained unpaid, the overall costs were expected to be recovered through income generated from the contract from the overall number of PCNs that were paid.

Reasons for the Decision

This report followed the successful completion of a further competition conducted in accordance with the rules of the Yorkshire Purchasing Organisation (YPO) Procurement Framework No. 1200 for Enforcement Agency Services. The framework was already being used for other debt types within Haringey and by other councils, including Council Tax, Business Rates and Business Improvement District (BID) Levy collection.

The Council had statutory duties relating to the effective management of parking and moving traffic. Enforcement was necessary to improve compliance and effectively manage limited kerbside space. The use of enforcement agents was always a measure of last resort. The new multi-provider model was intended to strengthen

service resilience, improve recovery performance through competition, provide clearer performance management arrangements, and maintain safeguards for vulnerable residents and those experiencing financial hardship.

Enforcement Agencies recovered their statutory enforcement fees directly from debtors in accordance with legislation and did not charge the Council for core enforcement activities. However, the Council incurred the Traffic Enforcement Centre registration fee for cases progressed to debt registration, which was £11 per PCN. Where recovery was successful, the registration fee formed part of the balance owed by the debtor. The service model also included pre-TEC activity designed to identify cases where escalation might be inappropriate or unlikely to result in recovery, helping to avoid unnecessary registration costs. The fees that Enforcement Agencies could charge in recovering debt were prescribed by legislation.

The contract award moved the Council from reliance on a single Enforcement Agency to a competitive model consisting of four active providers and two reserve providers. This provided greater operational resilience and enabled the Council to adjust allocations and active or reserve status in response to performance, in accordance with the Enforcement Agency Specification and Code of Practice. The model included checks to identify cases involving hardship and vulnerability that might require earlier intervention before the formal debt recovery process commenced. Earlier case reviews ensured that the Council did not unnecessarily incur statutory court fees and supported value for money.

Alternative Options Considered

Do nothing
Continuing with the existing single Enforcement Agency arrangement would have maintained dependence on a single provider, limited the Council's ability to use competition to improve recovery performance, and reduced resilience in circumstances where performance or service issues arose. It would also have prevented implementation of the enhanced performance, vulnerability and service safeguards contained within the new Enforcement Agency Specification and Code of Practice.

Cease using Enforcement Agencies

Ceasing to use Enforcement Agencies altogether would have significantly affected the collection of legitimate debt and overall income. Parking income was ring-fenced, and Section 55 of the Road Traffic Regulation Act 1984 set out how any parking surplus could be allocated. In summary, any surplus could be used for off-street parking provision, public transport services, such as concessionary travel, and the authority's costs of maintaining publicly funded roads. This option would have materially weakened the Council's ability to recover unpaid debt once the statutory notice and appeal processes had been exhausted.

Insource the service

Unlike Civil Enforcement Services, which use Civil Enforcement Officers who are often employed directly by councils, either in-house or through contractors, parking debt

enforcement is typically outsourced to certificated enforcement firms. Most, if not all, London authorities outsourced warrant enforcement to specialist enforcement companies. Establishing an in-house enforcement service would have required the Council to develop expertise it did not currently possess and would have involved significant upfront investment in infrastructure, recruitment and training. The Council therefore considered outsourcing through the compliant framework to be a more proportionate and resilient approach.

53. DIRECT AWARD AND OF RESIDENTIAL AND NURSING CARE BLOCK CONTRACTS WITH OURRIS

The Corporate Director of Adults, Housing and Health introduced the report.

The Cabinet Member explained that the Council sought to directly award contracts for the continued provision of 39 residential and nursing care beds at Autumn Gardens and Anastasia Lodge. It was explained that these services provided care for older residents, including individuals living with dementia, frailty, nursing needs and complex health conditions. The services also offered culturally responsive support for Greek, Cypriot and Turkish communities, helping residents maintain connections with their language, culture, traditions, families and wider community networks. The proposed arrangements were intended to maintain continuity of care, preserve resident choice and ensure the ongoing availability of specialist provision that met an identified need within the borough.

The Cabinet Member noted that the recommendations were supported by evidence demonstrating sustained demand for the service, 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. The approval of the recommendations were expected to provide stability for residents and their families while reducing the risk of service disruption or limitations in choice. It also supported the Council's commitment to delivering high-quality, person-centred adult social care that responded to individuals' care, cultural and social needs

Following questions from Councillors Powell the following information was shared:

- It was explained that the Council had a longstanding positive relationship with the proposed provider.

- It was highlighted by officers that, if the Council had any issues with the quality of the provider’s services, there was a mechanism to ensure compliance and terminate the contract if required.

RESOLVED:

That Cabinet:

1. In accordance with Contract Standing Orders 2.01(a) (approval to commence a procurement exercise) and 2.01(d), approved the direct award of two contracts for a total of 39 block-purchased residential and nursing care beds:
    a. To Ourris Properties Limited for 28 beds at Autumn Gardens; and

b. To Ourris Residential Homes Limited for 11 beds at Anastasia Lodge.

2. Approved the award of contracts for a period of eight years commencing on 22 November 2026, with a break clause exercisable after four years, at an estimated maximum aggregate contract value of £19.67 million over the full contract term.

3. Noted that the proposed award was supported by the evidence contained within the Needs and Gaps Analysis and was compliant with the Council's obligations under the Procurement Act 2023 in relation to user choice services.

4. Delegated 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.

Reasons for the Decision

Across the two care homes, Ourris provided a service that was difficult to replace. It represented Haringey's only block-purchased residential and nursing care arrangement and offered culturally responsive support for Greek, Cypriot and Turkish communities. Residents were supported in environments that reflected their language, culture, faith and community connections.

Demand for the service remained strong. Occupancy levels were consistently high, and both homes continued to perform well. Contract monitoring demonstrated 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.

The Council's Needs and Gaps Analysis found no equivalent provider within approximately 75 miles that was capable of delivering the same combination of residential care, nursing care and culturally specific support. A direct award was therefore considered the most proportionate and least disruptive option available. It protected resident choice, maintained continuity of care, and supported the Council in meeting its duties under the Care Act 2014.

The proposed contract also provided stability for residents, families and the provider.

Alternative Options Considered

Option 1: Do Nothing

This option was rejected.
Without these contracts in place, the Council would have lost guaranteed access to 39 culturally specific residential and nursing care beds and would have been required to rely on spot-purchasing arrangements. Residents could have experienced reduced choice, and there would have been no assurance that culturally appropriate alternatives could be sourced when placements were required. The Council would

also have lost the ability to agree longer-term pricing and performance expectations through a contractual arrangement.

Option 2: Competitive Procurement

This option was considered but rejected.
Market intelligence indicated that there were no providers capable of delivering the same culturally responsive model of residential and nursing care at this scale. A procurement exercise was therefore unlikely to attract equivalent providers and could have created uncertainty for residents and families. The wider care home market continued to operate primarily through spot-purchasing arrangements, and providers had limited incentive to participate in a competitive tender process where demand already exceeded supply.

Option 3: Direct Award (Preferred Option)

This option was recommended.
It maintained continuity of care, preserved resident choice, secured access to a specialist service, and allowed the Council to continue working with a provider that was performing well. It also avoided unnecessary disruption while providing time to consider future commissioning arrangements.

54. PROCUREMENT OF THE OUT OF HOURS (OOH) EMERGENCY CONTACT HANDLING SERVICE

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

This report sought approval to procure an Out of Hours (OOH) Emergency Contact Handling Service. The service was considered essential to ensuring that residents could access support outside normal operating hours, including overnight, at weekends and during public holidays. Support was provided for a range of emergency situations, including urgent housing repairs, emergency homelessness placements, flooding incidents and other emergencies.

The Council operated a number of services outside standard opening hours to help maintain the safety and wellbeing of residents and the wider community. An effective out-of-hours service was recognised as an important component of this provision, ensuring that residents could access assistance when urgent situations arose.

As the existing contract was nearing its end, the report sought approval to undertake a competitive procurement process for a replacement Out of Hours Emergency Contact Handling Service. The objective was to identify a provider offering an appropriate balance of quality, cost and social value, while ensuring residents continued to receive effective support outside standard operating hours.
It was considered that the proposed contract term would provide service stability and support value for money. The contract also included flexibility for extension or termination following the initial three-year period, for up to a further two years.
Alternative delivery models had been considered, including in-house provision, shared services with other local authorities and contracts with different types of providers.

However, the volume of calls associated with the service was not considered sufficient to make in-house delivery financially viable. A shared service arrangement with another council was identified as a potential option, but no suitable opportunity had been identified at the time of the report.

The Council intended to continue exploring opportunities for shared service arrangements in the future. However, given the importance of maintaining a reliable and effective service for residents, the report concluded that undertaking a competitive procurement exercise represented the most appropriate approach. The procurement process was intended to be conducted in an open and transparent manner.

Following questions from Councillors Powell the following information was shared:

- It was explained that the Council believed that it had enough time to undertake a competitive procurement exercise. It was explained that officers had already undertaken significant amounts of market testing, and that, while the timetable would be a challenge, that the Council expected to be able to achieve this within the timeframe in the report.

- It was explained that the Council was explained that a three plus two contact length would be optimal to be more flexible and had been informed through market testing of providers. It was explained that the Council would be undertaking market testing to identify best practice and best value for money from the market. It was additionally stressed that options had been sought to seek alternative options, such as insourcing or delivering with other partners, but that no options had been available.

RESOLVED:

That Cabinet:

1. Approved the commencement of a competitive procurement exercise for the provision of an Out of Hours (OOH) Emergency Contact Handling Service from 1 June 2027.

2. Approved 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 the availability of budget provision.

3. Noted the estimated annual value of the contract as set out in the Exempt Appendix.

Reasons for the Decision

The Out of Hours service was a business-critical, resident-facing service that enabled 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 included evenings, overnight periods, weekends and bank holidays. The service helped to protect resident safety by ensuring urgent issues were routed appropriately, while protecting on-duty staff from receiving out-of-hours calls that did not meet the

emergency criteria. The procured provider also formed part of the Council's wider business continuity arrangements by providing additional contact-handling resilience for daytime services where required, including where the Council's telephone lines were disrupted or during periods of exceptional demand, emergency incidents or other circumstances affecting normal daytime contact routes.

The service also enabled the Council to meet statutory responsibilities arising outside normal office hours, including duties under homelessness legislation to respond to households that might be homeless, eligible for assistance and in priority need, together with wider responsibilities relating to safeguarding, emergency accommodation, adult social care, children's services and civil contingency responses. Maintaining an effective Out of Hours contact-handling service was therefore necessary to ensure that residents could access urgent Council support when needed and that statutory functions could be discharged without avoidable delay.

A competitive procurement was required to secure a compliant, sustainable and value-for-money long-term service from June 2027, when the current contract with Capita was due to expire.

Through the procurement process, the Council would review and, where appropriate, strengthen the service specification, reconfirm operational pathways with service areas, establish a commercial performance management framework, ensure that future service provision reflected current and emerging resident needs, and ensure that the contract allowed for reductions in contract costs in line with any reductions in demand. Such reductions were expected to be supported by the Council's introduction of a voice-based digital triage tool.

The recommended approach enabled the Council to test the market, benchmark quality and pricing, secure best value, and promote service stability through a longer-term contract.

Although the procurement process was led by Customer Services, and the Out of Hours supplier would continue to be contract-managed by Customer Services, the cost of the contract would be met through the budgets of the three principal service areas that used the provision. These were Customer Services (General Fund), Homelessness (General Fund), and the Housing Repairs Service (Housing Revenue Account).

Alternative Options Considered

The following options were considered before recommending a competitive procurement for a new outsourced Out of Hours (OOH) service.

Option 1: Do Nothing
This option was not recommended.
Allowing the current contract to expire without securing future Out of Hours provision would have created unacceptable risks to resident safety and to the Council's ability to respond to urgent issues outside normal office hours.

Option 2: Bring the Service In-House
This option was not recommended.
The proposal involved establishing a dedicated Haringey Council Out of Hours operation. Previous modelling indicated that an in-house service would have been materially more expensive than the outsourced model. In addition, an in-house arrangement would have reduced the additional business continuity resilience provided by an external supplier in circumstances where the Council's daytime systems or services were disrupted.

Option 3: Purchase the Service from Another Council
This option was not recommended.
The proposal involved paying another local authority to provide out-of-hours emergency contact handling services for Haringey residents. However, no affordable option was identified. A shared service involving one or two councils would not have achieved the same economies of scale as established suppliers operating across a larger national client base. There were also resilience risks associated with London-wide incidents, such as extreme weather events, where multiple boroughs could experience increased out-of-hours demand simultaneously.

Option 4: Continue with Short-Term Extensions
This option was not recommended.
Continuing the current arrangements through further contract extensions or interim measures would not have been compliant with procurement regulations. As a result, this option was discounted.

Option 5: Procure a New Outsourced Out of Hours Service (Preferred Option)
This option was recommended.
The Council proceeded with a competitive procurement for a new outsourced Out of Hours service, operating within the strongest possible ethical and social value framework, for an initial three-year term commencing on 1 June 2027, with an option to extend for a further two years.
This approach provided the best balance of compliance, value for money, resilience, service quality, transparency and deliverability.

55. SELBY URBAN VILLAGE - AWARD OF CONTRACTS FOR HEAT SUPPLY ARRANGEMENTS

This item has been subjected to call-in, which will be received by the Overview and Scrutiny Committee on 9 November 2026.

Councillor Kuper recused herself from the meeting for this item, following her declaration noted in item 4.

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

It was explained that the Selby Urban Village development was being delivered to provide 202 new council-rent homes, alongside a community hub incorporating workspace, community facilities, parkland, sporting facilities, play areas, biodiverse spaces and a local shop. The Council continued to work in partnership with the Selby

Trust to deliver a development intended to support the wellbeing and quality of life of residents.

The Cabinet member noted that the reduction of the housing waiting list and providing high-quality community infrastructure were identified as key objectives of the Council. The Selby Urban Village development was intended to contribute towards these objectives. To support delivery of the scheme, contracts for heating and hot water supply were to be awarded to ensure that the new homes and associated community and sports facilities would be ready for occupation upon completion. The development's energy and heat strategy had been established earlier in the project's delivery and included a requirement for the scheme to connect to the Energetik District Heat Network. This requirement arose from the Greater London Authority Energy Hierarchy and the planning obligations applying to the development.

It was stressed that the Council had undertaken due diligence to review the requirement for connection to the heat network, consider alternative options, assess the proposed heat supply arrangements and seek value for future residents and community facility operators. Safeguards had been secured to ensure that the network would not remain dependent on higher-carbon energy sources over the long term and would be capable of meeting Future Homes Standards. In addition, the planned introduction of Ofgem regulation of heat networks from January 2027 was expected to provide greater oversight of pricing and consumer protections.

The Cabinet member explained that the Selby Urban Village development was intended to deliver new housing, community facilities and infrastructure within an area identified as having significant levels of deprivation. The scheme aimed to provide a sustainable, long-term development that would deliver benefits for local residents and the wider community.

Following questions from Councillors Iozzi, Wolson, Hymas, Powell and Ali the following information was shared:

- It was explained that the SUV would be delivered to ensure that residents had low energy costs, which would be energy efficient. It was additionally noted that there would be heat retention and carbon reduction built into the site, as well as environmental improvements as part of the development, including new trees, sustainable drainage and biodiverse habitats. It was also noted that the site would include methods for active travel.

- It was stressed that value for money was crucial to the development of contracts for the project and that officers had worked to undertake benchmarking and independent reviews for the project. It was additionally noted that the Council sought further price protections and welcomed regulatory support to protect these.

- It was explained that the Council had undertaken due diligence on the Council’s proposed decision to work with Energetik, and how it would price energy for residents. It was explained that Energetik was part of the Heat Trust, which set out standards for customer service.

- Officers explained that the work undertaken to investigate heat solutions on this project ensured that the provider would be required to ensure a low carbon heat supply was provided within the required time frame. It was explained that any risk for non-delivery would fall to the provider, if there were any delays.

- It was explained that the reason for the decision was to ensure that the programme would be delivered on time, which would ensure that there were no cost over-runs.

- It was explained that the utilisation of the incinerator as part of the heat source was an inherited aspect of the project, and that the Council would have preferred a more environmentally friendly option. However, it was stressed that the proposed solution was the only viable option to ensure timely delivery of the project. It was stressed that any significant changes and delays would create poor value for money outcomes. It was explained that the Council had reviewed all available options to deliver the project in a cost-effective manner.

- Officers explained that there had been due diligence undertaken on the offer of the connection to Energetik, and that the Council had examined all options of potential failure and what the risks that arose from that. would be from any of these options, which would be part of the protections within the proposed contract. The Council was confident that these protections would be sufficient to ensure that residents would still receive heat supply.

RESOLVED:

That Cabinet:

1. Approved the award of Heat Connection Agreements, for a term of 40 years, to Lee Valley Heat Network Operating Company Limited (Company No. 09763702) for: Selby Village (residential); Commercial Unit Space within the residential development; Commercial Connection – Selby Centre; and Commercial Connection – Sports Pavilion. The total contract value was as set out in the exempt recommendations.

2. Approved the award of the Selby Urban Village Framework Supply Agreement, for a term of 40 years, to Lee Valley Heat Network Operating Company Limited (Company No. 09763702). This committed the Council to the relevant supply costs contained within the subsidiary supply agreements over the 40-year contract term, including those identified within the exempt recommendations.

3. Noted that, through the subsidiary Construction Supply Agreement, the Council would meet the cost of heat supply during the construction period, including commissioning activities, with these costs already accounted for within the project's capital budget.

4. Noted that, through the subsidiary Residential Customer Supply Agreements, the Council would 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 the estimated cost to the Council over the 40-year contract term were set out in the exempt recommendations.

5. Noted that, through the subsidiary Residential Customer Supply Agreements, social housing tenants would contribute the tenant availability charge applied by Energetik for residential heat supply at Selby Urban Village. The proportion of the total availability charge was set out in the exempt recommendations.

6. Noted that, through the subsidiary Residential Customer Supply Agreements, social housing tenants would be responsible for their variable heat usage charges during their tenancy.

7. Noted that, through the subsidiary Commercial Customer Supply Agreements, commercial tenants occupying the Community Centre, Sports Pavilion and Commercial Unit would be responsible for their availability charges and variable usage charges during their occupation.

8. Noted that, through the subsidiary Void Supply Agreements, the Council would be responsible for the availability and usage charges for heat supplied to residential and commercial void properties for a term of 40 years with Lee Valley Heat Network Operating Company Limited. The estimated cost to the Council over the contract term was set out in the exempt recommendations.

9. Delegated authority to the Corporate Director of Finance and Resources, following consultation with the Head of Legal and the Lead Member for Placemaking, to finalise the terms of the contracts, ensure that they remained fair and reasonable, agree the final legal documentation and complete execution of the agreements.

Reasons for the Decision

The overall design concept and sustainability objectives for the Selby Urban Village project had previously been approved by Cabinet in September 2023 and subsequently through the *Gateway 0 Report - Phase 2, Selby Urban Village* in June 2024. The energy strategy was developed in accordance with the energy policies of the London Plan and the policies of both Haringey and Enfield Councils, with the aim of achieving low-carbon development in line with the London Plan energy hierarchy. These policies, together with the project's planning approvals, required connection to a district heat network on fair and reasonable commercial terms, unless such a connection was not possible, practical or viable.

Energetik was identified as the only viable district heat network provider serving the area. As a result, the Council undertook a review of the proposed agreements and entered into direct negotiations with Energetik regarding the connection to the network, the supply of heat to residential and non-residential buildings, and the management and maintenance of residential heat supply systems. This approach was consistent with the direct procurement strategy approved by Cabinet on 7 January 2026.

The Heat Connection Agreement and Framework Supply Agreement were long-term contracts covering different aspects of the district heat network. Together, they established the framework for both operation of the network infrastructure and the supply of heat to customers.

Under Section 11 of the Landlord and Tenant Act 1985, the Council was required to provide and maintain a functioning heating system for secure tenants. The Council therefore needed to implement heat supply arrangements for the 202 new council homes being delivered through the development. It also needed to ensure reliable heating provision for the new Community Centre, Sports Pavilion and Commercial Unit so that these facilities could be occupied and operated as intended. The proposed allocation of residential availability charges between the landlord and social tenants had been reviewed and was considered to accurately reflect the responsibilities established under the Landlord and Tenant Act 1985.
Work had been undertaken to mitigate the risks associated with connecting to the Energetik district heat network and with the proposed contractual arrangements. Further details of these risks and mitigations were contained within the exempt report. Delegated authority was recommended to allow final contract terms to be negotiated and refined, ensuring that the final agreements remained fair and reasonable to the Council before execution.

Alternative Options Considered

Option 1: Do Not Connect to the Energetik District Heat Network
This option was considered but discounted.
Planning policies and planning approvals required the development to connect to the nearest district heat network, namely Energetik, unless fair and reasonable contractual terms could not be secured. To mitigate against the possibility that acceptable terms could not be agreed, the Council explored alternative technical solutions, including the construction of an on-site energy centre using low-carbon heating technologies. However, as the principal contract terms were considered fair and reasonable, subject to final negotiation, this alternative option was not pursued. Further details, including cost implications, were contained within the exempt report.

Option 2: Connect to an Alternative District Heat Network Supplier
This option was considered but rejected.
Although other district heat network operators existed elsewhere in London, the capital costs and practical challenges associated with installing pipework over the distances required to connect the Selby Urban Village development to networks in locations such as Stratford or Brent rendered this option unviable.

Option 3: Procure Heat Supply from Energetik but Manage the Network Separately
This option was considered but rejected.
The Council considered procuring heat supply from Energetik while separately managing and maintaining the residential secondary heat network, either directly or through another provider. Technical advice indicated that this approach would have significant ongoing financial, resource and capacity implications. Procuring both the heat supply and the associated management and maintenance services from

Energetik was considered more cost-effective and operationally efficient than establishing separate management arrangements.

56. MINUTES OF OTHER BODIES

The minutes of other bodies were discussed.

RESOLVED:

The minutes of other bodies were noted.

57. SIGNIFICANT AND DELEGATED ACTIONS

The Significant and Delegated Actions were discussed.

RESOLVED:

The Significant and Delegated Actions were noted.

58. NEW ITEMS OF URGENT BUSINESS

There were none.

59. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

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).

60. EXEMPT - ACCEPTANCE OF LOCAL AUTHORITY HOUSING FUND (LAHF) GRANT FUNDING.

The exempt report was discussed.

RESOLVED:

The exempt report was noted and any exempt recommendations were agreed.

61. EXEMPT - CONTRACT AWARD - PROCUREMENT OF ENFORCEMENT AGENCY SERVICES VIA THE YPO FRAMEWORK TO COLLECT PCN RELATED DEBT FOR THE AUTHORITY

The exempt report was discussed.

RESOLVED:

The exempt report was noted and any exempt recommendations were agreed.

62. EXEMPT - PROCUREMENT OF THE OUT OF HOURS (OOH) EMERGENCY CONTACT HANDLING SERVICE

The exempt report was discussed.

RESOLVED:

The exempt report was noted and any exempt recommendations were agreed.

63. EXEMPT - SELBY URBAN VILLAGE - AWARD OF CONTRACTS FOR HEAT SUPPLY ARRANGEMENTS

The exempt report was discussed.

RESOLVED:

The exempt report was noted and any exempt recommendations were agreed.

64. EXEMPT- MINUTES

The exempt minutes of the Cabinet member Signing were discussed.

RESOLVED:

The exempt minutes of the Cabinet Member Signing were noted.

65. NEW ITEMS OF EXEMPT URGENT BUSINESS

There was none.

CHAIR: Councillor Mark Blake

Signed by Chair ……..

Date ……

Report for: **Cabinet – 10 November 2026**

Item number: 9

Title: Corporate Delivery Plan 2026-2028

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

Lead Officer: Claire McCarthy, Director of Strategy, Communications and Collaboration

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1. The Corporate Delivery Plan 2026-8 sets out key actions and activities the council will undertake between now and March 2028 to deliver on its priorities. These priorities are grounded in the ambitions of the administration formed at the Council's AGM in May 2026 and the on-going commitments the council has made including actions to improve services, deliver savings and build a Haringey where everyone can belong and thrive.

1.2. 'Haringey 2035: our vision' was agreed by Cabinet and Full Council in 2025. It set out an ambitious agenda to ensure all residents have the opportunity to thrive, that quality of life in every part of the borough is comparable to our cleanest, greenest and safest neighbourhoods; and that Haringey is a place where people can put down roots and feel they can belong. The vision set out 6 'calls to action'. This Corporate Delivery Plan has been organised under these 'calls to action' so that it is clear what action the council will be taking over the next two years to build towards the Haringey 2035 vision.

2. Cabinet Member Introduction

For far too many people in Haringey, life is tougher than it should be. Everyday essentials like good food and energy are becoming harder to afford. Too many people are living in homes that are cold, damp, or in need of repair, while the dream of having a secure home is increasingly out of reach. The places that bring us together, our community centres, libraries, and parks, are under immense pressure from years of budget cuts. And more than half of our residents feel decisions are made without them, rather than with them.

As Haringey's first ever Green administration, we were elected on a promise to do things differently. To improve housing, create better public spaces, protect nature, help residents who are struggling financially; and make sure Haringey's wealth

and assets work for the people who live here. To put power back into the hands of residents.

And to build a council that cares; one that listens and treats people with dignity. This corporate delivery plan sets out how we will start to deliver on those promises. From improving the services people rely on, including housing repairs, customer services and tackling fly-tipping, giving residents a greater say in council decisions and making better use of public resources. Our aim is simple: people should see and feel the difference in their everyday lives.

We know change will not be straightforward. More than 15 years of austerity has taken its toll on the services residents rely on, and the climate crisis is bringing new pressures and costs that will only grow. We face difficult choices about how best to use the resources we have. We cannot solve every problem overnight, and we cannot – and should not – do everything by ourselves.

That means changing the relationship between the Council and the communities we serve. Residents should not be consulted just to tick a box. They should have a meaningful say in the decisions that shape their lives and neighbourhoods. Community organisations, voluntary groups, trade unions, local businesses, and partners all have a part to play.

We will achieve more when we work together, when the knowledge and experience of local people genuinely influences what we as a Council do.
For too long, residents have had to put up with crumbling public services, poor housing conditions, untended parks, skyrocketing bills and rents, long response times and lengthy waiting lists.

Haringey deserves better. A Council that listens and acts on what residents tell us. That gives communities more power to shape their own neighbourhoods and works to deliver the safety, security, and decent lives everyone deserves.
This plan is about building a borough where everyone can live in a decent home, where public spaces belong to the community, where local people have a genuine say in the decisions that impact them.

And together, that is exactly what we are going to do.

3. Recommendations

3.1. The Cabinet is asked to approve the Corporate Delivery Plan for 2026-2028. This is attached to this report.

4. Reasons for decision

4.1. Adopting a Corporate Delivery Plan enables residents, partners, staff and other stakeholders to be clear what the council's priorities are for the period of the plan. It supports the effective and appropriate allocation and prioritisation of resources. It also supports transparency and accountability for delivery of these activities.

4.2. Updates on the delivery of the milestones and a set of key performance indicators within the CDP will be reported to Cabinet twice each financial year. This information will also be made available on the council's website.

5. Alternative options considered

5.1. The alternative option would be not to publish a Corporate Delivery Plan. This would reduce transparency and accountability and would make it harder for residents, partners, staff and other stakeholders to understand what priorities the council has and what it is trying to achieve.

5.2. This has therefore been rejected as an option.

6. Background information

6.1. The previous Corporate Delivery Plan was in place from 2024-2026. This report can be found here The Corporate Delivery Plan | Haringey Council

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

7.1. If approved by Cabinet this Corporate Delivery Plan will establish a new set out of actions and outcomes against which future Cabinet decisions will be considered.

8. Carbon and Climate Change

8.1. The Corporate Delivery Plan includes activities and actions that will be taken by the council over the period of the plan that will contribute to tackling and mitigating climate change. These can be found throughout the document and include actions to promote active travel and reduce the reliance on private car use and increase tree canopy cover.

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

9.1. Finance

9.1.1. This Corporate Delivery Plan (CDP) runs for the next two years and to ensure that its deliverables contribute to achieving the Haringey 2035 vision, it uses the 'calls to action' within that document as a framework. The CDP recognises the huge financial challenges the Council faces and has identified that "delivering our Financial Resilience Plan is the single biggest priority we have for reducing reliance on Exceptional Financial Support and ensuring the future sustainability of the organisation". The expectation is therefore that the proposed goals and associated actions will be managed within the context of that overarching goal.

9.2. Procurement

9.2.1. Strategic Procurement note the contents of this report and confirms there are no procurement related matters preventing Cabinet approving the Recommendations stated in paragraph 3 above.

9.3. **Legal and Governance**

9.3.1. The Corporate Delivery Plan provides a strategic framework for the delivery and monitoring of the Council's corporate priorities. Approval of the plan does not remove the requirement for individual decisions to be taken in accordance with the Council's decision-making processes, statutory duties and constitutional requirements.

9.4. **Equality**

9.4.1. The CDP seeks to improve outcomes for all residents and includes a range of priorities aimed at reducing inequalities, improving access to services, supporting health and wellbeing, increasing opportunities for participation in decision-making, and creating safer and more inclusive communities. As such, the CDP is expected to have an overall positive impact on residents who share protected characteristics and supports the council in its duties under the Public Sector Equality Duty.

9.4.2. No significant negative impacts have been identified at the strategic level, although equality considerations will continue to be embedded through the development and delivery of individual programmes and projects.

9.4.3. Therefore, prior to implementation of CDP priorities and programmes, relevant services will undertake Equality Impact Assessment screenings. Where appropriate, full Equality Impact Assessments will be conducted to identify, understand and mitigate any potential negative equality impacts on protected groups and to maximise opportunities to advance equality of opportunity and foster good relations between groups.

9.4.4. Any potential for negative impacts would arise primarily through implementation and service design rather than the CDP's strategic objectives themselves.

9.4.5. It is therefore recommended that implementation pays particular attention to the following:

- Increased digitalisation could disadvantage some older people, disabled people, people on low incomes or those with lower digital literacy unless offline routes remain available.
- Active travel and parking-related changes can sometimes have unintended impacts on disabled people if accessibility is not designed in from the outset.
- Community participation initiatives can be dominated by already-engaged groups unless resources are targeted towards seldom-heard

communities which may include those under the protected characteristics and intersections of age, disability and race.

- Such impacts can be mitigated through ongoing equality monitoring, engagement with affected communities, accessible service design and retention of some non-digital routes to access services.

10. Use of Appendices

10.1. Appendix A - Corporate Delivery Plan 2026-2028

11. Background papers

Haringey 2035 – Our Vision - 1534.6 The Borough Plan 2035 v5 single pages.pdf

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Corporate Delivery Plan 2026-2028

Introduction

Haringey can do better. And together we can make it happen.
For far too many people in Haringey, life is tougher than it should be. Everyday essentials like good food and energy are becoming harder to afford. Too many people are living in homes that are cold, damp, or in need of repair, while the dream of having a secure home is increasingly out of reach. The places that bring us together, our community centres, libraries, and parks, are under immense pressure from years of budget cuts. And more than half of our residents feel decisions are made without them, rather than with them.

As Haringey's first ever Green administration, we were elected on a promise to do things differently. To improve housing, create better public spaces, protect nature, help residents who are struggling financially; and make sure Haringey's wealth and assets work for the people who live here. To put power back into the hands of residents.

And to build a council that cares; one that listens and treats people with dignity.

This corporate delivery plan sets out how we will start to deliver on those promises. From improving the services people rely on, including housing repairs, customer services and tackling fly-tipping, giving residents a greater say in council decisions and making better use of public resources. Our aim is simple: people should see and feel the difference in their everyday lives.

We know change will not be straightforward. More than 15 years of austerity has taken its toll on the services residents rely on, and the climate crisis is bringing new pressures and costs that will only grow. We face difficult choices about how best to use the resources we have. We cannot solve every problem overnight, and we cannot – and should not – do everything by ourselves.

That means changing the relationship between the Council and the communities we serve. Residents should not be consulted just to tick a box. They should have a meaningful say in the decisions that shape their lives and neighbourhoods. Community organisations, voluntary groups, trade unions, local businesses, and partners all have a part to play.

We will achieve more when we work together, when the knowledge and experience of local people genuinely influences what we as a Council do.

For too long, residents have had to put up with crumbling public services, poor housing conditions, untended parks, skyrocketing bills and rents, long response times and lengthy waiting lists.

Haringey deserves better. A Council that listens and acts on what residents tell us. That gives communities more power to shape their own neighbourhoods and works to deliver the safety, security, and decent lives everyone deserves.

This plan is about building a borough where everyone can live in a decent home, where public spaces belong to the community, where local people have a genuine say in the decisions that impact them.

And together, that is exactly what we are going to do.

Cllr Mark Blake
Leader of Haringey Council

How we will work

We know that the way we work is as important as what we do. Too often residents, communities and businesses tell us that the council doesn't listen; feels like a barrier to positive action; and is not easy to work with.

How we will work differently:

1. **Build trust through transparency and accountability**
    - Hold regular Town Halls to listen and engage with residents and act on feedback
    - Publish more information about our financial position and performance
    - Better, clearer feedback following consultations
    - Be honest about the challenges we face
2. **Share power and decision-making**
    - Shared ownership of libraries, parks and leisure
    - Participatory budgeting
    - Co-produce a community vision for Finsbury Park
3. **Bring people together**
    - A new approach to community assets under the banner of the Popular Assets Commission
    - Be a' Borough of Welcome' and stand against division and hate
    - Deliver a London Borough of Culture programme that shares and celebrates the cultures of our diverse communities
4. **Let good things happen**
    - Review how all our services are provided and ask, "is the Council the right organisation to deliver this service? Can it better be delivered by the community?"
    - Support and empower residents to take positive action themselves

The format of this document

‘Haringey 2035: our vision’ was agreed by Full Council in 2025. It set out an ambitious agenda to ensure all residents have the opportunity to thrive, that quality of life in every part of the borough is comparable to our cleanest, greenest and safest neighbourhoods; and that Haringey is a place where people can put down roots and feel they can belong. The vision set out six ‘calls to action’. This Corporate Delivery Plan runs for the next two years. To ensure that its deliverables contribute to achieving the Haringey 2035 vision, it uses the 'calls to action' as a framework. There is an extra section added at the end which sets out the actions the council will be taking to improve and modernise how it works as an organisation.

Safe and affordable housing

Every resident in Haringey deserves a high quality, safe, affordable home. Without that, our vision of a borough where everyone can belong and thrive can never be truly fulfilled.

As the housing crisis rages around us the role we must play in building and improving council homes; tackling rogue landlords, preventing homelessness and rough sleeping; ensuring building safety; and supporting high-quality development has never been more important.

We will work across each of these areas over the next two years to ensure we make the most of the homes we have, expedite the building of new homes and make maximum possible use of the new powers we have to hold bad landlords to account.

We also know we have to be a better landlord too. The Regulator of Social Housing report is clear, we are not currently doing a good enough job of meeting the standards our tenants and leaseholders have the right to expect. We will develop and deliver a Housing Transformation Plan to address these serious failings as quickly as we can.

This will sit alongside the investment of almost £600m through our Fixing Haringey Programme. This longer-term investment in the fabric of our blocks will reduce the number of short-term repairs we are doing and provide real solutions to the root causes of issues like leaks, damp and mould.

In short, we will fix what is broken, build for the future and protect those at the sharp end of a housing crisis, and we will do all in our power to end rough sleeping for good.

	Goal	Action	Measure of success	Delivery date
1	Overhaul and transform our housing services to allow us to move as quickly as practicable to a position of compliance with all the Regulator of Social Housing consumer standards.	Introduce a Transformation Plan to address the failures identified by the Regulator of Social Housing. This will cover our systems, processes, technology and organisational culture. We will put in place new governance arrangements to ensure the delivery of the Transformation Plan is transparent with	A transformation plan and performance and assurance framework agreed	Early 2027

		new quarterly updates for tenants and leaseholders. We will appoint a new Corporate Director for Housing and an independent chair of our Housing Improvement Board. We will work closely with the Regulator of Social Housing and other external partners to ensure that the transformation is robust, sustainable and independently assessed.		
2	Fixing Haringey Homes	Improve the quality, condition and energy efficiency of existing council homes through a major programme of planned investment. Deliver improvement in fire and structural safety works across the housing stock Complete overhaul of our housing repairs service to improve the delivery of responsive repairs and ensure compliance with Awaab's law. Communication to tenants and leaseholders throughout the repairs process will be improved via the introduction of a portal with real time updates.	All homes meet the 'decent homes' standard Number of homes at EPC rating C or above increases by 500 Compliance with key performance indicators and regulatory requirements as set out in Housing Transformation Plan	90% by April 2027. 100% by December 2028 March 2028 Plan approved in early 2027
3	Reduce the number of empty homes	Deliver a significant reduction in empty council and temporary accommodation properties through a Voids Service Modernisation Programme that will reduce	Average total number of voids (decrease)	Deliver the Voids Service Modernisation

		‘turnaround’ times to relet properties when they become vacant. Use the powers the council has to take enforcement action on long-term empty private properties	New turnaround time targets to be set and delivered 50 privately owned empty or nuisance homes to be reviewed each year with a view of bringing them back into use	Programme by March 2027 Net reduction of 350 voids by September 2027 Reactively and proactively identify and review 50 private homes each year
4	Deliver more council homes	Deliver at least 2,156 new council homes by 2030	Number of new council homes completed	1,600 by March 2028
5	Stand up for renters	Launch an investigation into Houses of Multiple Occupation in Haringey including the experience of renters who live in HMOs. Use findings to shape future council policy and action.	Delivery of report and recommendations	September 2027
6	Stand up for renters	Build on the successful launch of the Haringey Renters Forum	Quarterly meetings of the forum Views of Haringey renters embedded in council policy and action	Second forum to be held by March 2027
7	Stand up for renters	Maximise protection for renters through property licensing and enforcement by more compliance inspections, prosecutions and civil penalty notices. List rogue landlords on the Greater London Authority Tracker	Annual targets for enforcement outcomes	Consult on new property licensing scheme in November 2027

		Support tenants by sharing evidence to partnership agencies to support Rent Repayment Orders.		
8	Ensure high standards of building safety	Transform the council's building control team to ensure it can effectively meet new requirements including building safety, safety at sports grounds and dangerous structures.	Regulatory compliance A fully staffed building control service	December 2027
9	Improve the housing security and experience of households in temporary accommodation	Implement a Housing Demand Transformation Programme to improve quality of temporary accommodation as well as delivering increased value for money to the council Focus on reducing reliance on 'nightly paid' accommodation and secure longer-term forms of temporary accommodation that can provide more stability for households, especially those with children and adults with complex needs. Develop, consult and implement a new Housing Allocations Policy	250 homes acquired per year Proportion of temporary accommodation that is nightly paid (reduce) Number of children living in nightly paid accommodation (reduce) Number of adults with complex needs moved into suitable supported accommodation or living in their own home or with family (increase)	March 2027 for delivery of 2026/27 programme outcomes and savings. Some programmes continue into 2027/28 to realise full benefits. New housing allocations policy adopted and implemented in September 2027
10	End rough sleeping	Work with grassroots organisations and the VCS on the development and adoption of a homelessness, rough sleeping and supporting housing strategy. Immediate action taken with an interim homelessness action plan.	Percentage of successful homelessness preventions (increase) Reduce long-term rough sleeping by 50% over the next 2 years	Interim homelessness action plan – Autumn 2026 Homelessness and Supported

			Ambition to achieve zero level of rough sleeping by 2030	Housing strategy – July 2027
11	End rough sleeping	Introduce specialist substance misuse support for people who are homeless or rough sleeping, enabling them to access treatment and accommodation.	250 people with history of rough sleeping in treatment annually 19% making progress in treatment	Annual target

Thriving Places

Haringey is an incredible, diverse borough with so much to celebrate. We have a wealth of public assets - wonderful parks, vibrant high streets, fantastic libraries, busy leisure centres. We also have great people who strive every day to improve their local area, build community connections and make Haringey the place it is. We know that making the most of public spaces and places is critical to achieving our vision of a future where everyone can belong and thrive. We also know that thriving communities are liveable communities with green spaces and trees at their heart.

Over the next two years we will focus on building a borough where communities are more connected, empowered and supported to work together. These connections will be found in vibrant community and cultural spaces in every neighbourhood, accessible to all, managed by and for the community.

We are committed custodians of Haringey's inherited green infrastructure as well as respecting the value of our historically significant buildings. This includes our historic Victorian parks, green spaces, waterways and rivers, ancient trees and woods.

We will protect and improve our public assets – continuing to invest in our parks and leisure centres. We will do this working in a renewed partnership with 'friends' groups, resident associations and other residents who have such a critical role to play. We will build on the strength of existing high streets, industrial estates and businesses to nurture a vibrant and growing local economy.

It is important to acknowledge that communities can only thrive when residents and visitors feel safe and welcome on our streets and in our neighbourhoods. There is a clear link to the priorities and actions under the Feeling Safe and Being Safe call to action which are set out later in this plan.

	Goal	Action	Measure of success	Delivery date
12	Support community organisations with secure and affordable spaces	Establish a Popular Assets Commission	Co-create public community partnerships with community groups which empower the delivery of social value to meet community needs	Proposal and implementation plan agreed by March 2027
13	Support community organisations with secure and affordable spaces	Amend the social value leases policy, learning from the pilots to ensure rents are genuinely affordable and contributions from community groups	Uncertainty over key assets will be resolved Number of community centres with an agreed, up to date lease (increased)	Cabinet approval of new policy in Spring 2027

		are related to their size, turnover and ability to pay.	Evidence of social value impact of groups in council-owned community assets (increased)	
14	Empower and enable community organisations	Working closely with the Haringey Community Collaborative to deliver the Voluntary and Community Sector (VCS) Action Plan including mapping current VCS provision against community need and supporting community organisations to improve their financial sustainability	VCS organisations will report increased trust in the council There will be an increase in collaboration between the council and the VCS Increase in external funding coming into Haringey	Initial mapping of council funding relationships with the VCS completed by November 2026. Mapping VCS provision against community need completed in spring 2027.
15	Build financial resilience in our systems and for our communities.	Renew our focus on tackling the root causes and impacts of poverty through the delivery of our Anti Poverty Strategy. Support community and system financial resilience through better coordination with the VCS, ensuring a joined-up approach and an increase in understanding of residents in crisis not captured in the Low Income Family Tracker (LIFT) database. Use the Crisis and Resilience Fund (CRF) to support residents in crisis and to increase their longer-term financial resilience.	Number of unique residents/households supported via the CRF (increase) Value of additional benefits and grant income claimed by residents following support (increase) % of residents in the LIFT categories of crisis and at risk (reduce)	Cabinet approval of the Anti-Poverty Strategy and policy; and spend of years 2 and 3 of the CRF in February 2027. Cabinet decision about consulting on

		Review the Council Tax Reduction Scheme (CTRS) to focus support on residents most in need, improve efficiency, transparency and reduce administration costs.		a new CTRS policy in Spring 2027.
16	Continue to improve our leisure centres	Working with centre users through 'Open Forums' and feedback forms we will focus on improving the maintenance and cleaning issues that matter most to centre users; ensure the service meets resident needs; and is accountable and transparent about the direction of the centres. Through longer-term investment we will continue to enhance and renew the buildings and equipment and widen the offer of activities. We will achieve greater financial sustainability for the centres via increased bookings, broader programming, marketing and memberships	Quarterly Open Forums for each centre with positive feedback on progress Increase in completed maintenance tasks Monthly cleaning audit scores improve Membership levels (increase) Reactive maintenance costs (decrease) Updated programming across centres and personal training offer introduced Streamlined digital user journey for booking and membership implemented	Open Forums held quarterly from Autumn 2026
17	A new plan for Finsbury Park	Hold community conversations with residents, 'friends' groups and other groups active in the parks about how Finsbury Park develops leading to a	A vision for the park is produced and embedded into the Green Flag Management Plan for the park	Autumn 2027

		co-produced community vision for the park Explore new 'open meetings' to improve transparency and accountability of the direction of Finsbury Park. Work with existing event partners to reduce the impact of large commercial events; improve year-round benefits and reduce environmental impacts. Publish a nature recovery plan with the aim of raising the park from SINC Borough Grade 2 to Borough Grade 1. Develop the use of the nursery for growing climate resilient plants and trees; and creating volunteering opportunities for the community.	Scope new approach to community engagement and open meetings New mains electricity supply installed using renewable energy to reduce the impact of events on air quality. Future event hire contracts have stronger environmental controls. A new Nature recovery plan for the park is implemented.	Summer 2027 December 2027 Summer 2027 March 2028
18	Build shared ownership of libraries	Through stronger working with Library 'friends', local residents and businesses we will improve our library service Work with 'friends' of library groups on the implementation of library development plans for each library. Enable residents and partners to shape what happens in libraries (programming, activities etc) with the	A 5% increase in community-led and partnership-delivered events during 2026/27, with further growth in 2027/28 Growth in the number of active volunteers, 'friends groups' and community partners supporting libraries. Delivery of actions within individual library development plans.	March 2028

		council acting as a facilitator rather than just a service provider.	Increased library visits and active users against the 2026 baseline. Positive feedback from residents and partners on opportunities to influence and shape library services.	
19	Build shared ownership of parks	Establish new ways that residents can initiate and contribute to activities in and the priorities of our parks, including exploring shared visions and developing new open meetings with the various communities active in our parks. Improve communications about the priorities and plans for our parks Focus on facilitating and enabling what communities want to do in our parks. Have a renewed focus on sponsorship activities and joint fundraising	Increases to the number of community focused and/or delivered events and activities in parks. Introduce a crowd-funding process 'Friends' groups report a stronger and more positive relationship measured through the annual parks survey Develop a communications plan for parks	March 2028
20	Prepare and protect our parks for climate change	Keep parks as clean, well-maintained, welcoming public spaces for residents and visitors. Support nature recovery and habitat restoration. Increase biodiversity through measures such as reduced	Satisfaction with cleanliness levels as measured by a new annual parks survey Clear plan for rubbish removal during summer and peak use times	Summer 2027 Spring 2028

		mowing and expanded wildflower meadows. Create more resilient green spaces through climate-adapted planting, tree renewal, create shading and sustainable landscape management. Develop events strategy (action plan) that prioritises community events and support for community groups.	New areas of habitat creation established across the borough including additional wildflower meadows. Develop a Local Nature Recovery Action Plan Events Strategy developed	Summer 2028 January 2027
21	Build greater pride in a cleaner borough - Love Haringey	A new approach to ensuring cleaner streets, parks and public spaces through the Love Haringey campaign. This will include community engagement; mobilising residents through litter-picks; improved education about legal and responsible waste disposal; strong enforcement targeted at repeat offenders; encouraging more reporting, community skip provision; and a review of CCTV. There will also be stronger enforcement against commercial waste offenders and landlords.	Enforcement, education and engagement delivered in respect of littering and fly tipping offences committed in the borough. Utilising Community Protection Warnings and Notices for fly-tipping and other waste offences. Introduce new Parks Bylaws and Public Space Protection Orders for dog control and BBQs	Agreed action plan to grow and expand the campaign to be in place by early 2027. New enhanced environmental enforcement contract to commence by Spring 2027. Feasibility study for community skips/and or bulky waste amnesty by Spring 2027. Review of CCTV provision with a

				delivery timescale of November 2027
22	Make the most of London Borough of Culture 2027 and deliver our wider culture strategy	Working with Haringey Culture Collective to ensure Haringey hosts a highly successful year as London Borough of Culture (LBOC).	Deliver a community cultural grants programme of at least £500k, funding at least 120 community projects Raise £9 in additional external investment for every £1 of the council's core funding 85 schools and 12,000 children & young people will take part during the year 300,000 people will participate in the programme, with online audiences of 450,000.	Successful Opening event in May 2027 Quarterly grants programme bidding rounds Closing event in March 2028
23	Valuing and promoting our heritage	Protect the long-term future of Bruce Castle Museum and archive as a key culture and heritage asset through developing a ten-year vision for its enhancement as a model civic museum and archive and attracting more external funding to supplement council investment.	A comprehensive vision and master plan will be developed Successful capital funding bids as LBOC legacy outcome Increased programme of events during LBOC year and beyond	Bids submitted to National Lottery Heritage Fund and Historic England on time during 2026/27 Artist commissioned to decorate building wrap during Phase 2 works in 2027 Artist commissioned to bring to life our Rebel Timeline, charting the borough's rich

				history of activism and protest from 1306 to present day. Agreed long term vision and investment plan by March 2028
24	Unlock our night-time economy	Supporting the night-time economy through licensing, transport and safety measures to develop Haringey as a night-time destination for residents and visitors. Work closely with Haringey Culture Collective to maximise opportunities from London Borough of Culture to ensure a lasting legacy for night-time businesses.	Utilising all council levers to strengthen the nighttime economy i.e. through licensing, transport and safety measures. LBOC events will lead to a measurable increase in evening activations against the Wood Green baseline feasibility study	Summer 2028
25	Tackle inequality in Northumberland Park	Establish a Northumberland Park Total Place Board comprised of key public, private and VCS groups to work with residents to improve future life chances of residents living in the area.	Place based governance board for Northumberland Park, including key partners and community representatives, established to drive improvement for residents living in the ward.	Summer 2027
26	Deliver community-led placemaking with a focus on Tottenham and Wood Green	Develop and submit a planning application for the Station Road sites. Deliver Your Seven Sisters and Your Bruce Grove including public realm and green space improvements. Delivery of Pride in Place programme.	Projects progressed to on-site delivery Resident satisfaction with outcomes delivered	Spring 2028 March 2027

		Work with partners to develop Tottenham Hale as a thriving neighbourhood. Work with local organisations to bring external funding to support community development opportunities.	Planning application submitted for Station Road sites	On-going
27	Supporting our high streets	Work with businesses in Tottenham to establish a new Business Improvement District to unlock investment and support the High Road Work with Wood Green Business Improvement District (BID) to expand to Green Lanes Develop a plan to maximise the legacy benefits of London Borough of Culture and hosting of the Euros in 2028 Support the creation of more local jobs by protecting industrial and employment spaces in the Local Plan and Inclusive Growth Plan. Harnessing Haringey's cultural assets and momentum to drive economic diversification and renewal of the borough's high streets	Tottenham BID established Expand Wood Green BID Reduced Vacancy Rates on high roads in Tottenham Bid and secure external grant funding to deliver Euro legacy benefits	March 2028 Plan launch in Spring 2027
28	Supporting access to Public Toilets	Increase access to publicly available toilet facilities across the borough and	Improved partnerships with local businesses and	Actions from the Toilet Strategy to be

		address gaps in provision in parts of the east of Haringey in Tottenham and Tottenham Hale which are regarded as “loo deserts”. Ensure that key considerations such as inclusive access, safety and cleanliness are embedded in the design and delivery of any new public toilets and that existing facilities continue to meet the needs of the public.	community groups, particularly in the east of the borough who can support in delivering the actions set out in the strategy and action plan	completed by February 2028 Toilet map to be updated annually following an audit of existing facilities.
29	Put communities in control of local investment	Develop participatory budgeting approaches that provide residents with more say in decisions about how resources are spent locally.	New ways of engaging residents in decisions about investments in their area are developed and being used.	Practical examples of this engagement approach in practise are evident by March 2028
30	Keep wealth in our communities	Support more small and medium-sized local businesses and community organisations to win contracts with the council. Develop a new Social Value and Responsible Procurement Policy to ensure that we get the maximum public value for every pound the council spends	A new social value and procurement policy approved. New practical support for SMEs and VCS including ‘meet the buyer’ events. Number of SMEs in the council supply chain (increase) Number of VCS organisations in the council supply chain (increase)	Outcomes embedded in council procurement policy and process by June 2027

			Positive feedback from suppliers	
31	Keep wealth in our communities	Develop and launch an Inclusive Growth Plan to support the creation of more, good local jobs and opportunities for Haringey residents to enter and progress in work.	Inclusive Growth Plan Published	Plan launch in Spring 2027
32	Secure a fairer deal from Tottenham Hotspurs	We will review the impact of both matchdays and non-footballing events on the local area and community. Work with Spurs to ensure that the benefits of having a world-class stadium in our borough are felt and enjoyed by residents and businesses in and around Tottenham.	Spurs host a 'spectacular' closing event for LBOC Residents are empowered to make decisions on how to invest the Community Fund in Northumberland Park. A review of the Local Area Management Plan (LAMP) to ensure it is effective. Spurs support a young people's inter-borough football tournament as a legacy of LBOC.	Haringey Homegrown at Tottenham Hotspurs football club in March 2028 Football tournament summer 2028 LAMP review by end 2028

Supporting children and young peoples' experiences and skills

The opportunity to belong and thrive in childhood helps shape the rest of a person's life. We are proud to have Ofsted 'outstanding' Children's Services and to recently have been recognised by the Children's Commissioner for England as a good place for children to grow up.

We work with our family of schools and partners to ensure every child can learn, develop achieve and succeed; that children with special educational needs and disabilities (SEND) and care-experienced children receive the support they need to thrive; that families get help before challenges escalate into crisis; and that young people can develop the skills, confidence and aspirations they need for adulthood.

Despite this too many children in Haringey continue to experience unacceptable inequalities in outcomes, opportunities and life chances. That is why inclusion is at the centre of our approach. By creating an education system and a borough where every child feels they belong, we can ensure every child has the opportunity to benefit from all that Haringey has to offer.

We want to build a borough with children at its heart. This is why we have made creating a play-led borough a key priority. Great parks, modern libraries, safe streets, excellent leisure facilities and thriving neighbourhoods help create the conditions in which children and young people can flourish.

While this section sets out our specific commitments for children and young people, every commitment in this Corporate Delivery Plan contributes to our ambition of creating a borough where every child can belong, achieve and thrive.

	Goal	Action	Measure of success	Delivery date
33	Become a play-led borough	Continue to develop our four Family Hubs with a focus on SEND, perinatal mental health, parenting support and support in the crucial early years. Play based learning approaches – use of the 'Anchor Approach' to support emotional attachment and resilience in parenting.	No. of children achieving a 'good' level of development (increase) Usage of Family Hub services (increase) Number of Family Hubs staff/parents & carers using 'Anchor Approach' in play and stay sessions Percentage of children's play areas rated good or excellent in our annual parks satisfaction survey	March 2027

		Continue to invest in playgrounds and sports courts in our public parks		
34	Ensure children with SEND get the support they need	Deliver a comprehensive SEND and Inclusion Reform Programme that improves outcomes for children and young people, strengthens mainstream inclusion, increases parental confidence and enables more children to learn, belong and thrive within their local communities. We will also continue to make the case for fairer funding and system reforms that will bring genuine inclusion and the support that every child needs.	Increased proportion of children and young people with SEND successfully supported within local mainstream provision. Improved attendance for children and young people with SEND. Reduced suspensions and exclusions for children and young people with SEND. Increased parental confidence in SEND services. More young people with SEND progressing into education, employment and training	March 28
35	Ensure children with SEND get the support they need	Improve the safety, independence and experience of disabled children and young people in the safeguarding system with families getting clearer support and more co-ordinated transition planning	Timeliness of safeguarding decision-making for disabled children (increase) No. of eligible young people with an agreed transition plan (increase)	Ofsted safeguarding improvements by December 2026 Disabled Children's Service improvements embedded by March 2028
36	Investing in children's futures	Continued capital investment into our schools to ensure they are safe and compliant, whilst continuing to explore	100% of highest-priority compliance works completed.	School estate asset management

		options for major capital investment to provide a high-quality educational environment, which is fit for the future. These works will include looking at making our buildings greener, more efficient and able to deal with extreme weather events by providing cool spaces.	Number of days lost due to closure of school facilities as a result of failing infrastructure (decrease) Percentage of school condition projects delivered on time (increase) Percentage of health and safety compliance actions completed (increase) Number of additional SEND places created (increase) Number of schools benefiting from climate resilience improvements (increase) Number of schools supported to secure sustainability funding (increase) Value of external funding secured (increase) Number of schools participating in sustainability programmes (increase) Delivery of energy efficiency and climate resilience projects (increase) Evidence of reduced energy consumption where schemes have been implemented (decrease)	plan refreshed in Spring 2027

37	Retrofit our schools to be greener and more efficient	Work with schools to enable the roll out of solar PV and other retrofitting measures through accessing external funding opportunities, partnership working and access to sector-led programmes	Number of schools supported to secure sustainability funding (increase) Value of external funding secured (increase) Number of schools participating in sustainability programmes (increase) Delivery of energy efficiency and climate resilience projects (increase) Evidence of reduced energy consumption where schemes have been implemented (decrease)	March 2028
38	Ensure schools and settings are supported to be inclusive	Deliver the Thriving Learners Strategy. Work alongside schools, trusts, governors and education partners to deliver a shared vision for achievement, inclusion and opportunity. Strengthen mainstream capacity to meet need earlier. Support schools to address educational inequalities. Enable more schools to adopt the Anchor Approach to support CYP emotional health and wellbeing Support schools to achieve Healthy Schools Awards to reflect a whole	Reduction in permanent exclusions. Reduction in suspensions. Reduction in persistent absence. Increased attendance. Narrow attainment gaps for disadvantaged pupils, children with SEND and care experienced children. Increased number of schools have adopted Anchor Approach to support CYP emotional health and wellbeing Increased number of schools who achieve Healthy Schools Award to reflect	March 2028

		school's approach to health and well being	a whole school's approach to health and well being	
39	Demonstrate continuous improvement in developing a range of pathways to employment, skills and successful adulthood.	Establish an employment and skills network to build a partnership approach to reducing the number of young people not in education, employment or training. This will include targeted work to support SEND, care-experienced and vulnerable young people. As part of our new Social Value and Responsible Procurement policy (see Thriving Places) we will ensure maximum public value for council expenditure including apprenticeships and local employment requirements	A new employment and skills network has been established No. of young people not in education, employment or training (decrease) Sustained employment and training outcomes (increase) Apprenticeships (increased) Outcomes for target cohorts of young people (improved)	December 2027 March 2028
40	Give every child the strongest possible start in life.	Bring together children's centres, Family Hubs, youth services and family support as an integrated team in three local areas – East, Central and West – to better support children and families • Work with NHS and early years settings to improve school readiness. • Improve percentage of children who were at or above the expected level in all five areas of development • Work with NHS and commissioned services to fully implement UNICEF Baby	Increased proportion of children achieving a Good Level of Development. Reduction in the school readiness gap. Increased uptake of funded early education provision. Improved speech, language and communication outcomes. 2.5 year review undertaken by Health Visitors is critical measure of school readiness – to align with EYFS assessments.	March 2027 Quarterly Health Visitor progress reports

		Friendly Accreditation in Family Hubs and children centres	Improved breast-feeding rates in line with UNICEF Accreditation – all stages.	
41	Implement new national youth justice reforms	Further develop our youth justice plan setting out how we will reduce the number of young people entering the criminal justice system, reduce re-offending and the use of custody	No. of young people entering the criminal justice system (reduced) No. of young people in custody (reduced)	March 2028 with year on year reductions from baseline
42	Improve stability, permanence and life chances for children and young people in care and those with care-experience	We will ensure more of our young people are in stable and appropriate family-based and local placements that meet their needs. Young people leaving care will experience stronger pathways into accommodation, financial independence, education and employment.	Permanent placement stability rate (increase)	March 2028
43	Listen to young people's voices	Ensure children and young people receiving social care are meaningfully involved in decisions about their lives	Children and young people feedback that they understand their care plans and were able to influence them Audited cases evidence meaningful involvement	Ofsted improvement actions - December 2026 Embedding and sustained evidence of impact - March 2028
	Maximise the educational impact and sustainability of Pendarren Outdoor Education Centre	Safeguard Pendarren's future through further development of a business plan to maximise utilisation – particularly out of term-time and at weekends – to ensure long-term financial sustainability	Pendarren is operating on a secure financial footing whilst providing value for Haringey schools and families	March 2028

Feeling safe and being safe

It is essential that residents are safe and feel safe in their communities. What it means to be safe and feel safe is different for different residents and in different neighbourhoods. So, we need to address this in a range of ways. This includes transforming our streets to make them safer for pedestrians, cyclists and most importantly children rather than being dominated by cars and congestion. We share the Vision Zero goal that by 2041 no-one will die or be seriously injured on our roads.

We also need a new approach to community safety. For too long the approach to addressing crime and anti-social behaviour in Britain has been too focused on targeting and criminalising vulnerable people simply because they are often the most visible. In some instances because they have literally nowhere else to be during the day other than on the streets. We know the feelings of insecurity that groups of people gathering on the street can bring to other residents but simply moving people on does not solve the problem. We need a public health approach to addressing anti-social behaviour that is preventative, with earlier intervention, stronger safeguarding and improved support for vulnerable residents.

This will free up resources to focus enforcement and disruption activity on the real predators, exploiters and those causing greatest harm.

Tackling substance abuse must be at the heart of this. Haringey has incredible organisations working to address substance abuse and addiction on our streets and our new approach will focus on reducing drug and alcohol related harm and anti-social behaviour; increase engagement in drug treatment; and stronger multi-agency responses to exploitation and cuckooing.

These priorities will help foster physically safer, healthier neighbourhoods whilst addressing crime at its root.

	Goal	Action	Measure of success	Delivery date
44	Make our streets safer for everyone	New transport and highways strategies and investment plans will create safer streets which put the needs of pedestrians especially children first. Create quieter neighbourhoods - with less congestion, more active travel; reduced 'cut-through traffic' - and cleaner air. This will include proposals for new cycle lanes along Green Lanes and St Ann's Road and delivery of the school streets programme.	Reduction in people killed or seriously injured aiming for zero deaths and serious injuries by 2041 Number of journeys made by walking, wheeling, cycling and public transport (increase) - working towards the Mayor's goal	Spring 2027 Resident engagement on new cycle lanes will begin in December 2026 with formal

		Finalise and implement a Kerbside Strategy that reduces car parking spaces and prioritises public transport, pedestrians, walking and wheeling.	of 80% of journeys by public transport, walking or cycling by 2041. Number of parklets, 'streeteries', SUDs, rain-gardens and greening projects (increase) Number of EV charging points (increase)	consultation to follow in 2027
45	Develop a community-led public health approach to community safety	Residents will benefit from a more preventative, community-led approach to community safety with earlier intervention, stronger safeguarding and improved support for vulnerable residents. Focus enforcement and disruption activity on perpetrators, exploiters and those causing greatest harm not simply the most visible. This will include working closely with VCS partners to define and develop what being 'community-led' means in practice.	Development of the Community Safety Strategy	March 2028
46	Develop a community-led public health approach to community safety	Develop a new combating drugs partnership action plan with the aim of reducing drug and alcohol related harm and anti-social behaviour; increasing engagement in treatment; and building stronger multi-agency responses to exploitation and cuckooing.	Establish a steering group to increase pathways into treatment Sign off combating drugs plan Review impact of Cuckooing Panel Number of people diverted from the criminal	December 2027 Spring 2027 Spring 2027

			justice system into treatment (increase) Cuckooing cases resolved without a full closure order (increase)	
47	Develop a community-led public health approach to community safety	Strengthen Haringey's welfare-led, multi-agency response to young people experiencing exploitation, serious violence, missing episodes and other forms of risk outside the home, with clearer pathways and coordinated action against the people, networks and locations creating harm.	No. of repeat 'missing episodes' (decrease) Development of a Community Safety Strategy	Developed and implemented during 2026–27 Embedded with evidence of impact by March 2028
48	Transform family help and safeguarding through the Families First programme	Implement an integrated Family Help and multi-agency child-protection model that enables families to receive the right help earlier, strengthens family networks and partnership working, and provides clearer, more consistent pathways between early help, Family Help and statutory child protection.	Consistency of appropriate escalation/step-down decisions (increase) Number of repeat referrals within 12 months (decrease) Statutory safeguarding timeliness (improved) Identification of young carers within contacts/assessments (improved)	Key reform implementation - 2026–27 Embedding and evidence of sustained impact by March 2028
49	Tackling gender-based violence	Develop a new strategy to tackle gender- based violence	Renewed strategy in place when current 10	April 2028

		Increase the availability of Safe Spaces across Haringey by training community venues to recognise gender-based violence and safely connect residents with appropriate support services. Deliver awareness-raising initiatives across Haringey to improve understanding of gender-based violence, challenge harmful attitudes and behaviours, and increase awareness of available support services.	year VAWG strategy comes to an end Increase in the number of safe spaces Number of awareness-raising initiatives delivered annually	April 2028 December 2027

Tackling health inequalities

There can be no starker illustration of the continued unacceptable inequalities in Haringey than the difference in healthy life expectancy between our wealthiest residents and our most disadvantaged. The gap is 15 years for men and 17 years for women. Tackling this inequity is urgent.

These differences are not inevitable. Health is shaped not only by healthcare services, but by the conditions in which people are born, grow, live, work and age. Good housing, secure employment, high-quality education, access to healthy food, clean air, safe streets and strong social connections all play a crucial role in our health and wellbeing.

Many of these building blocks of health are influenced by decisions made by the council and its partners. Through a Health in All Policies approach, we will work across council services and with local organisations to ensure that health and wellbeing are considered in the policies, places and services that shape residents' everyday lives, helping to narrow unfair and avoidable differences in health outcomes.

In addition, with an aging population alongside the increased prevalence of serious mental health conditions and working age adults with care needs, continued development and improvements in our adult social care provision are critically important. These are services that our residents rely on in times of need and vulnerability, and it is critical that we are as responsive and supportive as possible. We also want to take a prevention and early intervention approach which maintains and promotes independence whenever possible.

Unpaid carers do an incredible job and they deserve and need our support. Our Carers Strategy was co-produced with carers and its implementation is vital to improving the experiences of carers and those they look after.

Alongside the specific actions set out in this plan, the Council will continue to deliver a comprehensive programme of public health services to help residents stay healthy, prevent illness and access support early when it is needed most. All of which play a vital role in improving health and reducing inequalities throughout the life course.

	Goal	Action	Measure of success	Delivery date
50	Reduce health inequalities across Haringey by improving access to, experience of and outcomes from health and wellbeing services	Deliver targeted action in Haringey's most deprived wards with an initial focus on Northumberland Park, working with residents and health partners to identify and remove barriers to prevention and early diagnosis.	Improved access, experience and outcomes, particularly in the most deprived wards (initially focusing on Northumberland Park) and among groups	By March 2028, with baseline measures established in 2026/27 and progress reviewed annually

		Increase uptake of key preventative services, including GP registration, NHS Health Checks, vaccinations and cancer screening. Set up Community Health Advisory Forum for resident engagement in Neighbourhood Health and Care Set up a Community Health and Wellbeing Worker Project in Northumberland Park Embed a Health in All Policies approach across the council, so that the impact on health inequalities is considered in major policies, strategies and decisions, including housing, regeneration, employment, environment and transport. Broad programme of active wellbeing services delivered through leisure centres	experiencing the poorest health outcomes Increased GP registration and access to primary care Increased uptake of NHS Health Checks Improved vaccination coverage Increased uptake of priority cancer screening programmes Evidence that the inequality gap between most deprived communities and the Haringey average is narrowing, rather than simply seeing borough-wide improvement Health inequalities explicitly assessed and addressed through relevant council strategies, policies and major programmes	

51	Reduce health inequalities across Haringey by improving access to, experience of and outcomes from health and wellbeing services	Development and implementation of a local Neighbourhood Health Plan which will include implementing Integrated teams across Adult Social Care, NHS/health partners, and the voluntary and community sector in three neighbourhood clusters across the borough.		Integrated neighbourhood teams in place by March 2027 Neighbourhood Plan agreed by the Health and Well-being Board by March 2028
52	Improve mental well-being, reduce social isolation and promote community resilience	Strengthen school health service contribution for targeted early intervention of emotional & mental health concerns. Work towards Haringey being an age friendly borough and within this addressing loneliness and isolation Use sport and physical activity opportunities through leisure centres, walks programme and community providers to improve mental wellbeing and reduce social isolation Increase women and girls engagement in and enjoyment of our parks, informed by the work of the Haringey Parks Young Women's Network. Establish and embed a strategic vision for the Roger Sylvester Centre that brings together the Recovery College, Crisis Recovery Beds and Crisis Café into a coordinated recovery-focused offer.	Complete School Health Service transformation with elements addressing mental wellbeing Age friendly accreditation Number of participants per year Percentage of women and girls who feel very safe in our parks (Annual Parks Survey and Safer Parks for Women and Girls survey) Student uptake of recovery college classes Number of different partners referring to Safe Haven Attendance at training sessions and wellbeing activities.	December 2027 April 2028 Spring 2027 July 2027 April 2028

		Strengthen community-based mental health support across Haringey by increasing access to early intervention support through the Haringey Wellbeing Network. Work alongside the North Central London Suicide Prevention Programme to further support high-risk groups, including those who self-harm and Unaccompanied Asylum-Seeking Young People (UASC) To further embed the Anchor Approach as a borough-wide, relationship-based and trauma-informed offer that promotes the mental health and wellbeing of children and young people. Co-ordinate and promote Great Mental Health Day 2027 across Haringey working with partners and communities	Uptake of community navigation support following presentation at A&Es in Haringey Uptake of UASC staff in suicide prevention training and reflective practice sessions Uptake of UASC young people in wellbeing activities. Increase in the number of Haringey schools implementing the Anchor Approach Delivery of Great Mental Health Day 2027 Number of organisations participating (increase)	March 2027 May 2027 50% schools adopting and implementing by April 2027. January 2027
53	Welcome and support refugees and migrants	Work with NHS partners and the VCS to improve the health and well-being of refugees, asylum seekers and migrant communities.	Number of residents supported through targeted health initiatives (increase)	Welcome Strategy approved by Cabinet in April 2027

		Refresh and deliver the council's Welcome Strategy.	Number of GP practises signed up to be a 'safer surgery' (increase) Annual reporting of the Welcome Advisory Board (overseeing Welcome Strategy delivery)	
54	Connect communities through food	Deliver a co-ordinated approach that strengthens collaboration between the council, community food organisations and food co-operatives. Ensure strengthened food networks are supported by CRF and play a role in helping to identify pupils in need of additional food support through the school holidays. Expand community food growing on council estates and other council-owned sites; increase uptake of Healthy Start and access to other food and nutrition support; and improve residents' wellbeing through integrated wraparound support in community food settings.	Strengthened partnership working between the council and community food organisations, evidenced through shared priorities and joint initiatives delivered. Growth in community food-growing opportunities on council-owned land. Increased uptake of Healthy Start and access to other food and nutrition support among eligible residents. Increased access to wraparound support through community food settings (e.g. welfare advice, debt advice, employment support, fuel	April 2028 CRF plan for years 2 and 3 will be presented Cabinet in February 2027

			poverty support or housing advice), measured through referrals and signposting activity.	
55	Tackling the impact of gambling	Continue development of the gambling harms reduction programme including: • School students education programme • Statutory and VCS sector training programme • Improving knowledge to GPs and primary care staff • Meeting OHID requirements for Gambling levy funding • Community/ resident research commissioned New guidance and legal changes are being considered giving a greater emphasis on the impact of gambling harms on communities. This is expected to include: • A review to remove or weaken the 'aim to permit' principal in the Gambling Act 2005 • Greater emphasis on protecting vulnerable people. • The introduction of impacts of gambling being considered through an 'impact assessment' . We will ensure that our policies and procedures are amended to take full	Number of secondary schools and youth setting workshops Number of professionals trained in gambling harms - increased knowledge of support and referrals Dissemination of the research findings and recommendations incorporated within gambling harms programme Development of a revised Gambling policy once the Government Guidance on Impact Assessments are produced	Spring 2028 Dependent on commencement for these expected changes

		advantage of the changes to the law in combatting exploitative practices in order to protect our communities. Adopt new policies as part of the new Local Plan to prevent further over-concentration of gambling premises to support healthy town centres.	Local Plan adopted	Adoption anticipated in summer 2028
56	Build responsive and safe Adult Social Care	Improved access to advice and support by making it easier for residents and professionals to find information, get advice and access early help or Adult Social Care. Improve online information and services, including clear and accessible guidance about financial assessments and contributions to care. Improve the timeliness and quality of assessments, support plans, reviews and safeguarding practice. Ensure residents and carers are involved in decisions and improve transitions between services so support is coordinated and gaps are avoided. Support people to remain independent at home by increasing occupational therapy capacity and improving access to equipment and adaptations.	More people receive a timely and effective response when they contact Adult Social Care Fewer repeat contacts and complaints caused by unclear or inaccessible information Increased use of online information, forms and self-service options Fewer overdue reviews and more reviews completed within agreed timescales Audits show consistent, person-centred assessment, support planning, review and safeguarding practice	April 2027 March 2028 April 2028 August 2028 March 2028

		Develop high-quality home care and reablement services that help people recover skills, maintain independence and avoid unnecessary hospital or long-term care admissions. Work with residents, carers, providers and partners to ensure a wider choice of good-quality care and support Strengthen co-production so residents, carers and communities influence how Adult Social Care services are designed, delivered and improved.	Fewer avoidable gaps, delays, crises or complaints when people move between services or care arrangements Fewer people waiting, and shorter average waiting times, for occupational therapy assessments More timely provision of equipment, adaptations, home care and reablement More residents maintain or improve their independence following support Increased availability and choice of good-quality care and support Residents can see how their feedback has influenced service improvements Residents and carers report feeling listened to and involved in decisions	April 2027

			Reduced time spent by practitioners on administrative tasks and more time available for direct work with residents Positive staff and resident feedback on digital services and tools	
57	Build responsive and safe Adult Social Care	Build and sustain a skilled, diverse and inclusive workforce, providing the leadership, development and support needed to deliver high-quality adult social care.	Residents receive support from a skilled and knowledgeable workforce Residents experience consistent support from staff who know them well Residents receive safe, high-quality care and support Residents benefit from a workforce that is inclusive, supported and reflects the diversity of the community	Workforce Strategy finalised in January 2027 and fully implemented by March 2028
58	Improve the experience of carers and those they care for	Implement the Haringey Carers Strategy 2025-28. This will improve identification; assessment and review; earlier preventative support; better information	Increase in the number and proportion of identified carers receiving an assessment or review	March 2028 Online carers' self-referral and assessment form live

		and advice; strengthened partnership and a more co-ordinated offer for carers.	Reduction in the waiting times for carers' assessments and reviews Increase take-up of preventative, wellbeing and digital support (Carer-reported experience and wellbeing (increase) Evidence that carers' feedback has influenced service design and delivery. Increase in number of carers identified and registered with the council Increase in number of young carers identified through the transitions service.	Annual Carers Strategy progress report – November 2026 and November 2027

Supporting Greener Choices

Our ambition for Haringey is no less than streets designed, not for motor vehicles, but for our most vulnerable road users - children walking or cycling to school, parents pushing a pram along a busy road, someone with impaired mobility trying to cross the road in time as the pelican crossing beeps.

For too long cars have dominated road space and this needs to change. The reality is that every year in London 100 people are killed and 3,000 seriously injured in road collisions. In Haringey 70 people are killed or seriously injured annually. Would we accept this number of deaths in any other scenario?

Over the period of this plan the aim will be to put pedestrians and cyclists at the centre of our street design in Haringey. Get more kids biking or walking to school, encourage women – who only make up about 30% of peddlers - to cycle more. We will get the borough moving in the *right* way.

We will start implementing more cycling infrastructure to protect cyclists on the most dangerous main roads, whilst also connecting some of the smaller quieter cycle ways to help nervous riders grow in confidence. Commitments to this are set out in the 'Feeling Safe and Being Safe' section above.

Beyond the ambition around active travel there is so much else we can do to create a greener and more climate resilient Haringey. This includes adopting a new Local Plan that put climate resilience and nature conservation at its heart. We will plant more trees and do more to protect and preserve our established trees – both on streets and within green spaces.

	Goal	Action	Measure of success	Delivery date
59	Implement a climate friendly Local Plan	Adopt a robust and up-to-date local plan to shape new development including updated policies to protect front gardens; protecting trees, species and green space; tackling the climate crisis; and publish Sites of Importance for Nature Conservation	Local Plan adopted	On track for adoption in summer 2028
60	Put climate at the heart of decision making	Produce a decarbonisation strategy for the operational and school estates	Strategies completed	Completed by September 2027

		Deliver invest-to-save investments to reduce the carbon intensity of council buildings – reducing energy costs to the council/schools	Energy usage and bills (reduced)	
61	Put climate at the heart of decision making	Lead and co-ordinate the public health contribution to mitigating the climate crisis. Ensure health risks from extreme heat are identified and mitigated with particular support for vulnerable settings and communities.	A co-ordinated health protection and climate resilience approach is embedded across the council and partner organisations	Completed by March 2028
62	Put climate at the heart of decision making	Every decision-making report presented to Cabinet will include an assessment of the contribution the decision makes to our carbon and climate change objectives. Corporate Board for Wellbeing & Climate ensures a governance route for all climate related projects Delivery of climate related projects monitored through the Corporate Delivery Plan and Capital Programme An Annual Carbon Report is prepared and presented to Full Council, to report on progress on climate related work across the council and partners each year	Annual Carbon Report presented to Full Council	March 2027 Annually
63	Respond to the climate crisis	Deliver community focused range of climate action projects including the Haringey Community Carbon Fund, Haringey Climate Partnership, Carbon Literacy Training, energy efficiency audits, and solar and energy efficiency projects.	Funding allocated to community projects Electricity generated by solar schemes Number of Climate Partnership Meetings held	March 2027

64	Trees for every neighbourhood	Complete the Urban Forest Plan including identifying priority planting areas. Continue to expand community funding and planting in the borough. Identify ‘low canopy’ locations for new community woodlands and orchards.	Community funded tree planting exceeds 250 per year 3 new woodlands or orchards planted by volunteers per year	During each winter 2026 and 2027
65	Protecting our trees and plants for the future	Update the 2023 Tree and Woodland Plan to include; updated threats to mature trees, increased protection for trees and to reduce the number of healthy trees being removed each year. Update the Kerbside Strategy to include more protection for trees and tree roots. The council will explore signing up to the London Tree Officers Associations' Joint Mitigation Protocol (JMP) with the aim of reducing the number of trees that are felled each of year due to insurance claims	Introduce a cross-service tree felling panel for insurance claims Introduce a Highways tree root and tree pit policy	January 2027 Late 2027
66	Restore nature and biodiversity across Haringey	A Local Nature Recovery Action Plan is co-produced and adopted to enhance biodiversity and inform green and blue space management, in line with the Local Nature Recovery Strategy for London.	Local Nature Recovery Action Plan is adopted Nature Recovery Partnership developed	Winter 2027
67	Increase recycling and reduce waste	As part of the Love Haringey campaign and our wider efforts to tackle waste management in the borough, we will develop and implement a new strategic plan to reduce waste and increase recycling including behaviour change campaigns, expanded kerbside recycling scheme and the roll out of food waste collections that is complementary to the North London Waste Strategy.	% of household waste recycled (increase) % of household waste reused (increase)	New waste contract rollout from April 2027, with all new measures in place by April 2028.

		Subject to funding, increasing the provision and understanding of existing repair and re-use facilities.	% of recycling contaminated (decrease) Tonnage of waste sent for disposal (decrease)	Behaviour change campaign to commence by April 2027
68	Pesticide free streets	Trial pesticide free streets through community led tree pit planting project on highways and other pesticide free methodologies on housing and highway land across seasons. Subject to funding and operational deliverability, develop a pesticide free borough policy and associated delivery plan for highways and housing land.	Glyphosate usage, in all but the most exceptional cases, is eliminated. Short term: At least 25 streets will be maintained pesticide free and residents will be improving local biodiversity through targeted planting in tree pits Pesticide free borough policy and delivery plan agreed.	First tree adoptions pre-Christmas 2026 Trials of pesticide free alternatives on housing and highways land during 2027
69	Improve air quality	Delivery of Council's Air Quality Action Plan including an ambition to meet World Health Organisation (WHO) guidelines on air quality Ensure that air quality is considered as a cross-cutting planning matter Sign up and support London Wood Burning Project to raise awareness to reduce domestic wood burning.	Ongoing reduction in major pollutants (NOx and particulate matter) Air Quality Target: NO2 annual mean of 40 ugm3 PM10 annual mean of 40 ugm3 PM 2.5 annual mean of 10ugm3	April 2028

		Develop initiatives to reduce pollution from residential wood burning and commercial cooking including raising public awareness Implementation of the Walking and Cycling Action Plan and Kerbside Strategy to reduce car use and prioritise public transport, walking and cycling. Delivery of school streets programme	Number of journeys made by walking, wheeling, cycling and public transport (increase) - working towards the Mayor's goal of 80% of journeys by public transport, walking or cycling by 2041.	

Building a stronger organisation

Haringey Council has been grappling with more than 15 years of austerity. If council funding had been maintained at the level of 2010, this year our budget would be more than £140m higher. The impact of this systematic underfunding has taken its toll on us as an organisation. We have not invested as we needed to in modern, back-office systems and processes. We have had to reduce capacity in the support services that are the foundations of any organisation. We have been forced to adopt short-term fixes - with lower upfront costs – rather than long-term solutions. We are already paying the price for this. We know this has a real impact on our residents – overdue complaint responses, long waits on the phone, emails unanswered, repairs that don't fix the root cause of the problem. This is not an excuse but it is important context.

Sometimes as an organisation we make mistakes and don't live up to the standards that residents have a right to expect in ways that aren't explained by austerity. We have to own those mistakes and work hard to ensure they aren't repeated. Every interaction we have with a resident has the potential to build a positive relationship or to damage it. As we take the actions detailed below we want to ensure that a non-defensive culture of responsiveness, openness, collaboration and support characterise all our interactions with residents whether in person, on the phone or in writing.

We also know that transparency is a key component of building trust. We set out in the introduction our commitment to work together with our residents, partners and communities to build a Haringey where everyone can belong and thrive. This can only be on the basis of real trust and key to that is greater transparency. We are therefore committed to being as open as we can be about the challenges we face including our financial position and our wider performance. This includes reporting on our progress against this plan – more details on this can be found in the last section.

We face huge financial challenges. Over the last three years we have only been able to set a legally balanced budget through the use of Exceptional Financial Support. This is not a grant from government. It is permission to sell assets and borrow to fill the gap. This borrowing – at a punitive interest rate – must be repaid over the next 20 years. Delivering our Financial Resilience Plan is the single biggest priority we have for ensuring the future sustainability of the organisation. It is a comprehensive plan that focuses on eight priority areas including driving the best possible value from our contracts, ensuring more of the money owed to the council is collected; and further work to manage costs in the major areas of expenditure – adult social care, children's social care and temporary accommodation.

At the same time we must do all we can to strengthen the organisation so that we can get the basics right; fulfil our ambitions to reset our relationship with communities; and also be a great place for our staff to work. To do this we will fix immediate issues and build a modern, responsive council for the longer term.

	Goal	Action	Measure of success	Delivery date
70	Deliver the council's Financial Resilience Plan	Deliver of the Council's three year Financial Resilience Plan which focuses on eight priority service areas where spending is high and there is the greatest opportunity to transform and re-design services and deliver savings through cost reductions or increased income. In addition to this and to continue to ensure a strong focus on clearly demonstrating that services are operating within the parameters of value for money (VFM), all other services to develop and deliver on a Value for Money Action Plan and which review every £ spent by the Council.	Delivery of the ambitions in the plan to improve the financial sustainability of the council	Annually
71	Ensure our approach to income collection is effective and supportive	Strengthen our ethical debt collection policy further, including a deep dive into the impacts of council tax rises on all residents to identify 'tipping points' for ordinary residents, and establish the best ways to tackle this. Continued exploration of alternatives to enforcement agency use of the 'door knock' as a means to collect unpaid council tax debt. Work to achieve as humane an approach to enforcement as possible, including communications style, while ensuring our mechanisms are as effective as possible.	Number of cases referred to support such as Stepchange or Financial Support Team (increase) Number of households in Council Tax arrears who receive a payment from the Council Tax Discretionary Hardship Fund (increase)	The review of Council Tax debt management will be completed in 2027 The review of other forms of debt management will be completed in 2027 Implementation timing will depend on the outcome of the reviews
72	Improve the collection of income across the council including council	A cross-council programme will be delivered, which will include:	92.5% in-year Council Tax collected	Reporting of progress at the

	tax, business rates and other income sources to support the council's financial sustainability	• Additional staffing in Revenues • Digital processing improvements • Establish a new Corporate Debt Board to strengthen senior visibility and accountability for cross-council debts and improved collection rates. • Focused work on income collection via leases, fees and charges and new products and services • Emphasis on grant application, sponsorship and voluntary payments	% in-year adult social care income collected % in-year children's social care income collected % in-year Parking income collected % in-year Commercial Property rental and other lease income collected % in-year Housing Rental income collected Value of debt per service (decrease)	end of each financial year The creation of a Corporate Debt Board will be completed by the end of 2026 Regular reporting to the Financial Recovery Board
73	Make council services more accessible and responsive	Improve the tenant and resident experience when contacting the council by changing the operating structure and way of working for the face to face and telephone-based Resident Support Service including: • Investment in staff knowledge & skills • Better digital systems • A new 'fit for purpose' building space	80% residents are satisfied with the Resident Support Service Reduce average wait times for the Resident Support Service to 10 minutes (telephone) 5 mins (face to face) % resident calls resolved by the voicebot	The change programme is continuous but the most significant changes will be complete by the end of September 2027

			Number of residents accessing Council Tax bills digitally (increase)	
74	Make council services more accessible and responsive	Subject to new investment, initiate a long-term improvement plan to improve tenant and resident access to services that are 'right first time'. This includes improving automation and the digital offer, increased use of the digital offer, improving the resident 'journey', timeliness of resolutions and better communication.	The number of complaints referring to poor communication (reduce) % contact to the Resident Support Service driven by council failures in communications or service delivery (reduce) % residents satisfied with their full service experience (increase) % all resident transactions completed online rather than offline (increase) Average wait times for the Resident Support Service (reduce) No. of Members Enquiries (reduce)	Business case for programme approved as part of budget process – March 2027 Programme implementation expected to be 2 years
75	Give residents greater transparency over the council's finances	Develop and launch a financial transparency dashboard for residents to monitor the council's finances and understand the challenges we face. This	Year on year participation in the Budget and other relevant consultations	Dashboard launched in autumn 2026 then ongoing quarterly

		will provide easily digestible financial information on a quarterly basis.		
76	Make council services more accessible and responsive	Implementing the Complaints Improvement Plan to ensure that learning from complaints is used to improve services and resident experience. Work with service areas to ensure a culture of collaboration and support for residents is embedded into how we respond to and resolve complaints and other forms of resident contact.	Reduce the number of complaints that escalate to Stage 2 to below 15%. Housing Ombudsman 'maladministration rate' at or below the level for landlords of a similar size and type in 2027/28 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	The plan runs from 2026 to 2028 with milestones for individual actions
77	Strengthen relationships with our creative and cultural community	Work to build a better connected creative and cultural community that feels integral to shaping local cultural programmes as we approach our year as London Borough of Culture and beyond.	The number of cultural networks will increase The number of attendees at events will increase 5% a year At least 80% of event participants will agree that they feel connected to other creative organisations and individuals in Haringey	Quarterly Culture Collective Networking Sessions Creation of evaluation framework for LBoC by April 2027

			At least 80% of event attendees will agree that they feel connected to Haringey's cultural programming Successful delivery of Haringey Unearthed community grants programme	
78	Electoral modernisation and election readiness	Ensure the council is prepared for major electoral reforms including votes at 16 alongside broader commitments to increasing democratic participation with targeted engagement focused on under-represented groups and communities.	A council-wide Democratic Participation Programme will be well into delivery, with targeted activity underway to increase electoral registration and participation amongst under-represented groups including - 20% increase in the number of 16 and 17-year-olds included on the electoral register compared with 1 March 2026.	March 2028
79	Transform and improve individual services through service modernisation and digital development	Reset and deliver a service modernisation programme across priority service areas, working with residents and staff to redesign end to end services, simplify processes and introduce digital	Increase in resident satisfaction with modernised services Reduction in Service processing times and	Milestones will be set out in individual project plans

		improvements that make services more accessible, efficient and responsive.	avoidable contact Increase the proportion of transactions completed successfully through digital channels Deliver agreed financial, efficiency and service benefits delivered by each modernised service	
80	Provide a civic hub for the borough to be proud of with the re-opening of the Civic Centre	Complete the extension and renovation of the Civic Centre on time and on budget and successfully relocate ensuring continuity of service for residents, businesses and partners.	Completion to time and budget Successful move without service disruption. BREEAM target status achieved Positive staff feedback secured	April 2027
81	Be an effective champion for what Haringey needs	Develop an effective and impactful approach to influencing government policy in the best interests of the borough – working with residents and communities. Initial priorities in the plan period will be 1) Reform of Exceptional Financial Support arrangements 2) Local Authority funding arrangements 3) devolution	Impact will be measured via influence ie reform of EFS and the number of engaged residents	On-going
82	Supporting councillors to be effective in their role	A continuing programme of support including casework training, further development of the Members Information Hub and creating more opportunities for	Councillors will report feeling confident in services and in responding to residents	On-going

		collaboration between officers and ward councillors	High uptake and engagement with the Members Casework Guidance document Cross-party working group in place to co-produce solutions and track progress The number of Members Enquiries submitted by councillors will be lower in 2027/28 than in 2025/26	
83	Modernise and improve efficiency of council back-office systems	Identify and prioritise failing legacy back-office systems and deliver a phased modernisation and replacement programme, beginning with the procurement and implementation of a new Enterprise Resource Planning (ERP) system, to improve resilience, integration, data quality and efficiency while maintaining continuity of critical services.	Critical legacy systems assessed and prioritised for replacement Increase number of high-risk legacy systems decommissioned or replaced Increase system availability and resilience for critical back-office services Reduce system related service disruption and manual workarounds Improve data quality and integration across	March 2028

			modernised systems Increase efficiency savings and productivity benefits delivered through modernisation Implementation of new ERP that meets our requirements delivered on time and within budget	
84	Continue to reduce the number of agency staff and consultants who work for the council	Recruitment Approval Board to provide increased challenge to both new agency workers and extensions to existing agency workers. Convert to permanent employment or end assignments for agency workers who were taken on pending permanent recruitment.	Reduction in agency headcount from May 2026 baseline	Monthly monitoring by Corporate Directors, quarterly reporting to General Purposes Committee

Transparency and accountability

In order to ensure that we can be held to account for delivery of the goals and actions in this plan we will be reporting on it publicly every six months. This will be in form of an update report presented to Cabinet. This information will be in three categories:

1. Activity reporting against the milestones in the plan – this will tell us, and our residents, whether we are doing the things we said we would do.
2. Data on a key set of metrics for each chapter of the plan – these will be so-called SMART (specific, measurable, achievable, realistic and timebound) metrics with targets wherever possible.

These first two categories will be reported twice a year.

3. At the end of the year we will also report on a full range of metrics. This is because some information is only gathered annually and therefore, we cannot update more frequently.

As well as formally reporting to Cabinet we will make these updates available on our website in a format that residents will be able to easily understand.

End of document

Report for: Cabinet - 10 November 2026

Item number: 10

Title: Draft 2027-28 Budget and 2027-2032 Medium Term Financial Strategy Report

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

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

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key

1. Describe the issue under consideration

1.1. This is the first report to Cabinet for the 2027/28 financial planning process. The main purpose of this report is to specifically update on the medium term financial position following work over the summer to review spending and income pressures and opportunities to close the 2027/28 and future year's budget gap. This report includes details of the new or revised budget proposals that have been identified by officers and for Cabinet to agree they are published for public consultation. It also provides an update on key financial announcements by Government since the last report in March 2026.

1.2. Updates on the Housing Revenue Account and Dedicated Schools Budget will be presented to Cabinet in December 2026 when fuller information will be available. Proposed fees and charges for 2027/28 will also be presented to Cabinet in December for approval.

1.3. The Council's financial position remains extremely challenging. The significant reductions in government funding since 2010 is estimated to have been £143m in real terms but which has not been matched by an equivalent reduction in demand. Demand for services to support some of the borough's most vulnerable residents across social care and those presenting as homeless has been escalating. Despite year-on-year spending reductions and increases in income generation, Haringey's financial position is beyond critical with Exceptional Financial Support (EFS) of £84.3m in 2026/27 being the only option for the Council to be able to set a balanced budget and meet demand.

1.4. Exceptional Financial Support (EFS) is not grant but is a permission to either use one-off resources generated from the sale of non-community Council owned assets or to borrow money. There is a tension with the former option because land and building assets can also be used strategically to deliver the Council's Borough vision and offer sustainable income sources in many cases. The capital receipts are also critical to supporting the delivery of

longer term transformation which is going to be needed if the Council is going to improve its financial sustainability over the medium term. This type of investment is allowed through the Government's guidance on the flexible use of capital receipts. Therefore, it is more likely that borrowing will be used for EFS which inflicts a minimum 20 years financial burden on council taxpayers, diverting scarce income from service delivery into loan interest and principal repayments. Every £1m of borrowing equates to around £86,000 of borrowing costs.

1.5. Considering the Council's financial position, on-going reliance on Exceptional Financial Support (EFS) from Government and now the statutory and non-statutory written recommendations issued by the Council's external auditors, significant attention must be placed on financial sustainability. The Full Council meeting on 20 July received and accepted the recommendations from the external auditors. The Council's response includes the implementation of a 3-year Financial Resilience Plan; the continuation and enhancement of existing spend controls and stringent processes and governance on the capital programme and commissioning. CIPFA has also recently completed their financial review of the Council which is required for all Local Authorities in receipt of EFS and commissioned by MHCLG. The timescales for publication of this report are not confirmed but should any recommendation be identified, the Council will respond accordingly.

1.6. This 3-year Financial Resilience Plan has underpinned the approach to financial planning for 2027/28 and the refreshed Medium Term Financial Strategy (MTFS) and further details are set out in Section 14. It recognises that improving the Council's financial sustainability requires a fundamental change in how services are delivered and adopting a more transformational and re-design approach that focuses on prevention and early intervention. Over the next two years, the Council will be investing in the capacity and skills to develop and implement this re-design of services, focussing initially on its demand led services – social care and temporary accommodation but expected to be widespread across the organisation, The transformation of services takes time and it is anticipated that any financial benefit will be realised in year during 2027/28 and from 2028/29 onwards.

1.7. Through this planning process it has become clear that pressures, mainly outside direct Council control, are leading to significantly increased budget estimates for 2027/28, at least in the demand led areas of Adults and Children's social care, SEND and Housing demand (temporary accommodation). The increased costs are not just driven by higher demand and complexity of support needed but notably from third party provider costs which are regularly exceeding underlying inflation. This is exacerbated by scarce supply of the more cost-effective forms of temporary accommodation.

1.8. Despite these challenges, the Council continues to seek to deliver on the priorities it has set out in the 10 year Borough Vision and the refreshed Corporate Delivery Plan which has been developed to reflect the priorities of the current Cabinet and under the financial constraints of a smaller budget

envelope. A draft of the new Council Delivery Plan is being considered by Cabinet on the same agenda as this report.

1.9. The Council will always seek to maximise all available sources of funding, beyond those directly allocated through the local government finance settlement. This includes judicial use of limited capital investment and capital receipts; seeking to maximise available grant funding; identifying new income opportunities; improve its income collection and other third-party contributions where relevant.

1.10. The Council was notified in September that it was successful in a bid for a one off transformation grant from MHCLG to the value of £4.79m and to be received across the current and next financial year. This has been awarded to support delivery of the type of service reforms that can deliver good outcomes for people and improve financial sustainability. This funding must be invested in projects that demonstrate an early and positive impact on the Council's financial sustainability across the spending period and should focus on the high-cost service areas driving the financial challenges – notably Adults and Children's social care, SEND and Temporary Accommodation.

1.11. Work is underway to identify the optimum opportunities to utilise this one-off injection of funding based on transformation plans that have been prepared to date by services but also work that will continue over the next few months. It is essential that this funding is used to maximise financial impact. Prudently, the work on refreshing the 2027/28 Budget and MTFS does not include any assumed savings associated with this funding; this will be reflected once budget reductions from this investment in service transformation can be clearly demonstrated.

1.12. The council tax base is still expected to increase by 1% next year and existing financial plans assume annual increases in Council Tax and the adult social care at the maximum allowable before the referendum threshold is reached, which is currently a combined total of 4.99%.

1.13. As a result of all the analysis and activity undertaken over the months leading to this report, the revised forecast budget gap for 2027/28, before any new savings are factored in, is an increase of £5.9m against the March 2026 reported position. The updated gap (shortfall between estimated income and expected spend to deliver services) is currently £35.4m and £181.9m across the five year MTFS period. This is after an assumed on-going requirement for £84.3m EFS from the current year, effectively built into future budget plans for the foreseeable future.

1.14. The £35.4m is subject to change and there is a risk it could worsen before the final draft is presented to Cabinet in February 2027. All of the assumptions that underpin this position will remain under review over the next few months and will be updated should more information come to light and changes to the 2026/27 in year position. The latest national and international economic position suggests increasing costs at least in the short to medium term and there are various known unknowns which create risk to

the final position. Full details are set out in Section 16. Inflation, interest rates and energy prices remain volatile, creating potential pressures on pay awards, contracts, the Council's operational estate and capital financing costs. National poverty rates remain persistently high and Haringey is the third most deprived borough in London, including Northumberland Park which is the most deprived ward in the capital. These conditions may leave the borough particularly exposed to wider economic pressures and increased demand by residents for support from the Council.

1.15. The authority has a duty to consider all means of reducing the budget gap as far as possible for 2027/28, which is the first year of the 3-year Financial Resilience Plan. This entails reviewing all spending to ensure every £ is delivering good value for money, identifying different ways to deliver on statutory services that will reduce spending, consider de-prioritising some discretionary services that are no longer affordable, raising fees and charges by a minimum of underlying inflation and that they reflect full cost recovery where appropriate and the completion of the forensic review of the existing capital programme to minimise required borrowing. All of these have been considered through the work over the last few months by officers to develop a set of budget proposals that can be published for public consultation. These are officer-generated savings and cost-reduction ideas for initial consideration rather than any decisions of Cabinet and represent the start of a conversation that will shape the draft budget for 2027/28 that will be presented to Cabinet in February 2027.

1.16. In total £7.6m of new reductions have been identified, of which £1.3m are subject to consultation and set out in the Appendices of this report and £6.3m are management internal efficiencies. Over the coming weeks/months, these ideas will be discussed through overview and scrutiny committee, trade unions, staff, residents and other community stakeholders in line with the consultation and engagement approach set out in Section 17. Only after these discussions will anything brought forward for formal consideration as part of draft budget for 2027/28 and future years. Together with previously approved savings and subject to the outcome of the consultation, the Council could have total savings of £20.4m to deliver in 2027/28, alongside assuming that all current and previous years savings are delivered on a recurring basis.

1.17. At this stage Cabinet is not being asked either to support or rule out any particular proposals. The options presented are as a set of proposals that could be implemented to reduce costs or increase income. Political choices will need to be made in the draft budget in order to strike the right balance between financial obligations and expectations and the needs of the boroughs residents. In proposing a draft budget in February 2027, Cabinet will at that stage be endorsing any proposals that then get assumed within the draft budget for 2027/28 for recommendation to Full Council for approval.

1.18. For authorities in receipt of EFS there are options to discuss levying Council Tax rates above the referendum principles with Government. Given the on-going financial gap facing the authority across the whole MTFS, all options are being explored by officers and any increase in Council Tax remains a

decision for Full Council on 1 March 2027 as part of agreeing the budget for 2027/28. Every 1% increase in council tax generates approximately £1.5m in income.

1.19. It must be noted that with a budget gap of £35.4m in 2027/28 to be closed, even if all the proposals were to go ahead following the consultation exercise, it is unlikely the budget gap can be closed. The Council will continue to explore ways to reduce costs or increase income to further contribute but at this stage assurance cannot be given that additional EFS will not be required for 2027/28 over and above the £84.3m required in the current year. The Section 151 Officer will be commencing conversations with MHCLG over the next few weeks and it is expected that the timetable will be similar to previous years with a formal application to be submitted in early December 2026. The outcome of any application for permission to borrow, use capital receipts or increased Council Tax above the referendum threshold of 4.99% to balance the budget will not be known until February 2027.

1.20. The remainder of the report provides greater details on the current and estimated financial position for the Council's General Fund.

2. Cabinet Member Introduction

2.1. Haringey's financial position is perilous. Austerity has led to a £143 million real terms cut in central government funding between 2010/11 and 2025/26, at a time when demand for on our core services has surged. That means money has drained away from cleaning our parks, staffing our libraries, collecting waste and cleansing our streets. Currently, 80p in every pound that the council spends goes to core statutory services in adult social care, children's services and housing. These are crucial and often lifesaving interventions, but residents also rightly expect the council to do more.

2.2. The system of local government funding and our reliance on private companies and landlords to deliver on services, makes delivering a responsive and compassionate council incredibly difficult. In 2026/27, Haringey required £84 million worth of Exceptional Financial Support, effectively an emergency loan from the government, to balance its budget. This is an increase from loans of £10 million and £41 million in the two previous financial years. And we're not alone in this situation. Thirty-five councils in England are currently in receipt of this emergency funding. Our situation is far from "exceptional"; it is the new normal for authorities across the country as the local government funding crisis deepens.

2.3. Our commitment as a Green administration is to shine a light on the situation and to fight for real solutions. We are demanding that government reverse austerity and bring forward reforms that will transform the position of local authorities and the residents we serve. This must include a nationwide council house building programme and a national care service. But these reforms are needed now.

2.4. As part of our commitment to transparency and accountability, we want to hear the voices of residents in this budget process. Through the consultation we are launching, we want to know what council services mean to you. What is not currently working in Haringey and how can we do things differently? How will the changes set out impact your lives and what ideas do you have that the council has not yet put on the table? These are the questions which will equip councillors from all political parties to make better informed decisions in March, when the votes of no single party will be enough to carry the budget.

2.5. In previous years, council officers have generated savings proposals which the administration have considered and largely agreed before putting out to consultation. This has not always resulted in meaningful engagement and that must change. This year we are publishing a broad list of officer-generated savings and income generation ideas for consideration by residents, businesses and partners.

2.6. I want to emphasise this point very clearly — these are officer proposals – no decision has yet been made by Cabinet to take them forward and we will continue to evolve our thinking on the budget over coming months.

2.7. The more responses we hear through this consultation, the stronger our understanding of Haringey's priorities. Our call is clear: make your voice heard so we can deliver a budget that delivers for you.

3. Recommendations

3.1 It is recommended that Cabinet:

a) Note the Council's current financial position as set out in this report.

b) Note the proposed new savings for 2027/28 – 2031/32 (Appendix 4).

c) Note the current estimated budget gap for 2027/28 and the remaining period of the Medium-Term Financial Strategy (MTFS) and the key changes since the last update in March 2026 (Section 8).

d) Note the new risks and uncertainties in Section 16.

e) Note that the General Fund Revenue Budget, Capital Strategy, Capital Programme, HRA 2027/28 Budget and Business Plan and Treasury Management Strategy Statement will be presented to Cabinet on 9 February 2027 to be recommended for approval to the Full Council meeting taking place on 1 March 2027.

f) Agree to launch public consultation and engagement on the proposals set out in this report in Appendix 4 so that residents and other stakeholders can have effective input and inform the political decision making on the 2027/28 budget.

4. Reasons for decision

4.1 The Council has a statutory obligation to set a balanced budget for 2027/28 and to regularly update its five-year Medium Term Financial Position. This report forms a key part of the budget setting process by setting out the approach to delivering this and a refreshed Medium-Term Financial Strategy (MTFS). The final draft budget for 2027/28, Council Tax levels, Capital Programme, Treasury Management Strategy, Housing Revenue Account (HRA) budget and Business Plan will be presented to Cabinet on 9 February 2027 for recommending to Full Council on 1 March 2027.

5. Alternative options considered

5.1 The Cabinet must consider how to deliver a balanced 2027/28 budget and sustainable MTFS over the five-year period 2027/32, to be reviewed and adopted at the meeting of Full Council on 1 March 2027 and therefore no other options have been considered.

5.2 This report is a key tool in achieving this because it sets out the approach, scope and timetable to delivering the 2027/28 Budget.

6 Medium Term Financial Strategy (MTFS)

6.1 Although the statutory local authority budget setting process continues to be on an annual basis, a longer-term perspective is essential if local authorities are to demonstrate a clear understanding of their financial sustainability. Short-termism is counter to both sound financial management and governance.

6.2 The Medium-Term Financial Strategy (MTFS) provides the financial framework for the delivery of the Council's aims, ambitions, and strategic priorities as set out in the Corporate Delivery Plan (CDP) and Borough Vision. The refreshed Corporate Delivery Plan reflecting the priorities of the current Cabinet is set out separately on the agenda.

6.3 The aim of the MTFS is to:

- Plan the Council's finances over the next five years, taking account of both the local and national context.
- Provide the financial framework for the delivery of the Council's priorities and ensure that these priorities drive the financial strategy - allocating limited financial resources whilst also continuing to support residents.
- Manage and mitigate future budget risks by forward planning and retaining reserves at appropriate levels.

6.4 In developing the medium to long term financial strategy, the authority must test the sensitivity of its forecasts, using scenario planning for the key drivers of costs, service demands and resources.

6.5 The MTFS must be developed in alignment with the stated objectives and priorities in the Corporate Delivery Plan and the Borough Vision and needs to be reviewed regularly to test that delivery of the agreed outputs and outcomes are still achievable within the financial envelope available. Where this is not the case, plans will need to be reassessed and re-set.

6.6 In November 2025 the Government published a Policy Statement and a subsequent 2026/27 Local Government Finance Settlement in February 2026 which confirmed that the Government would deliver a three-year local government finance settlement which would include additional funding across the period, all geared towards social care. Although technically, legislation will still require the Parliament to pass the settlement each year, in practice there are unlikely to be any significant changes. The re-introduction of a multi-year settlement is helpful to local authorities in terms of forward financial planning because it has provided a level of funding certainty which had not been seen for some time.

Budget Principles

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

- To support the delivery of the Council Delivery Plan and priorities.
- Financial Planning will cover at least a 5-year period.
- Revenue and capital of equal importance.
- Cost reductions and income generation are required.
- Sustainable budget for future years - one off reduction is not a solution.
- No on-going reliance on reserves.
- Any use of reserves to balance the budget will need to be repaid to replenish the reserve to a sustainable level.
- Estimates used for pay, price and demand based on data and evidence - pressures.
- Growth for increased service provision will be exceptional and considered on case-by-case basis.
- Loss of Government grant will result is same reduction in expenditure.
- All services must demonstrate value for money and productivity.

7 Borough Vision and Corporate Delivery Plan

7.1 On 15 October 2024, Haringey's Borough Vision was published with 'Making Haringey a place where everyone can belong and thrive' as its core mission. The aim of the vision is to galvanise the actions not just of the council but also of partners, residents and businesses behind a set of common objectives. Haringey 2035 identifies the six key areas for collaborative action over the next decade:

- Safe and affordable housing
- Thriving places

- Supporting children and young people's experiences and skills
- Feeling safe and being safe
- Tackling inequalities in health and wellbeing
- Supporting greener choices

7.2 As a council, the key actions to respond to these calls to action are set out in our Corporate Delivery Plan 2026-2028 which is being presented to Cabinet on 10 November alongside this report.

7.3 Through the Council's new Corporate Delivery Plan, priorities for the next four years are:

- **Building a Stronger Organisation** - to fix immediate issues and build a modern, responsive council for the longer term.
- **Safe and Affordable Housing** - to fix what is broken, build for the future and protect those at the sharp end of a housing crisis. We will do all in our power to end rough sleeping for good.
- **Thriving Places** - a focus on building a borough where communities are more connected, empowered and supported to work together. We will protect and improve our public assets and will do this working in a renewed partnership with 'Friends' and other residents who have such a critical role to play. We will build on the strength of existing high streets, industrial estates and businesses to nurture a vibrant and growing local economy.
- **Supporting children and young peoples' experiences and skills** – we will work with our family of schools and partners to ensure every child can learn, develop, achieve and succeed; that families get help before challenges escalate into crisis; and that young people can develop the skills, confidence and aspirations they need for adulthood. We want to build a borough with children at its heart and creating a play-led borough a key priority. Great parks, modern libraries, safe streets, excellent leisure facilities and thriving neighbourhoods help create the conditions in which children and young people can flourish.
- **Feeling Safe and Being Safe** - transforming our streets to make them safer for pedestrians, cyclists and most importantly children rather than being dominated by cars and congestion. We will adopt a public health approach to addressing anti-social behaviour that is preventative, with earlier intervention, stronger safeguarding and improved support for vulnerable residents.
- **Tackling Health Inequalities** - Through a Health in All Policies approach, we will work across Council services and with local organisations to ensure that health and wellbeing are considered in the policies, places and services that shape residents' everyday lives, helping to narrow unfair and avoidable differences in health outcomes.
- **Supporting Greener Choices** – Our ambition for Haringey is streets designed, not for motor vehicles, but for our most vulnerable road users and promote active travel. We want to create a greener and more climate resilient Haringey. This includes adopting a new Local Plan that puts climate resilience and nature conservation at its heart.

8 National Financial Context

8.1 On 11 June 2025, Government published the outcome of its multi-year Spending Review which sets the financial envelope for all Government Departments over the three-year period from 2026/27 to 2028/29. The Spending Review figures for 2028/29 and beyond are provisional only and will be subject to review as part of a Spending Review in 2027.

8.2 On 28 October 2026, the Chancellor of the Exchequer, John Healey MP, delivered 'Budget 2026', entitled *"Breathing Space for Today, Fresh Hope for the Future".* The key announcements impacting on Local authorities are summarised below. As in previous years, many of the announcements are at a high level and further information is expected to emerge over the next few weeks and months. No updates have been made to the financial outlook presented in this report as a result of any of the announcements. On the same day, the Office for Budget Responsibility also published its latest economic forecasts.

- **Fiscal devolution** – future legislation to give all Strategic Authorities, including the GLA, the power to introduce an Overnight Visitor Levy, with plans for spending the revenue due by March 2028. Levy revenues will be available to invest in interventions in line with regional growth strategies, including but not limited to supporting the visitor economy. Strategic Authorities, which in the case of London will be the GLA, will make these decisions, which could involve passing funding down to local authorities in their areas. The Council is in discussion with the GLA on any proposals. Local consultation and advance notice to business will be required prior to the introduction of a levy.
- **Business Rates reform** – a commitment to move to 100% business rates retention across England by the end of the decade, replacing central government grants. Government will work with the Greater London Authority (GLA) and London Boroughs on a potential bespoke arrangement for business rates retention in London from 2028-29 onwards.
- **Business-rates relief** - announced a series of business rate reliefs / reductions targeted as small businesses from April 2027 including increased small business rate relief thresholds, increases capped at CPI for two years, and extended relief for pubs, social clubs and live music venues.
- **High Value Council Tax Surcharge:** confirmed the High Value Council Tax Surcharge for properties valued above £2m, including a deferral scheme, a series of discounts and exemptions, and a 100% premium on properties left empty for 12 months or more – all to be legislated through Finance Bill 2026/27.
- **House Building –** a commitment of an additional £1.5bn for the Social and Affordable Homes Program (SAHP) and an extension of the Public

Works Loan Board's preferential borrowing rate (0.4bps below standard borrowing) for social housing providers for a further year. VAT relief on land sold to registered social housing providers will be introduced and a £4.7bn Your First Home scheme was introduced of 20% equity loans for first-time buyers from April.

- **Rough Sleeping –** an additional £432m across 2027/28 and 2028/29 to extend the off-the-streets offer as part of its commitment to end rough sleeping by Christmas.
- **Household Energy Payments -** £2.6bn Household Energy Payment, which local authorities will deliver through the council tax system from January 2027. This will include £100 payment to council tax band A-D households in England, alongside a further £100m for councils to target further support at the hardest-hit households.
- **Adult social care reform** - future settlement including personal care, free at the point of use and a National Care Service in England. Baroness Casey's Independent Commission on Adult Social Care will now report in 2027.

8.3 The provisional 2027/28 Local Government Finance Settlement is expected to be published mid December 2026 with the final Settlement published, following the consultation period, in mid-February 2027. As this is the second of a 3-year multi-year agreement, it is not anticipated that there will be material changes to the figures provided last year and these previously published figures are assumed in the 5-year financial position set out in this report.

8.4 During the course of this financial year, Government consulted on or highlighted a number of new policies/powers which have financial implications and many were announced as part of the Autumn Budget (Section 8.2). In addition, on 16 July 2026, the Minister of State for Housing and Planning published a written ministerial statement - Government's response to its consultation on updating the planning fee regime. This confirms a national default fee schedule for planning – related applications will be set out with an implementation date of 8 December 2026. This covers more than 25 different fees with each subject to a different increase, most above underlying inflation. The consultation response also confirmed a move to some local fee setting powers for Planning Authorities but with a date to be confirmed.

8.5 There has been no change in government's approach to Council's unable to operate and provide mandatory services within their current budget envelopes. The only available course of action continues to be a request for Exceptional Financial Support (EFS) either from the sale of non community assets with proceeds approved to underpin day to day expenditure or, when these are exhausted, approval to borrow. EFS was intended to be a temporary and exceptional solution but is now becoming more widespread

and less sustainable. In 2026/27, 35 authorities are in receipt of EFS to balance their General Fund budget. The Council's three-year Financial Resilience Plan aims to be able to deliver an in year balanced budget by year 3, i.e. no further year on year increase in EFS but the Council is likely to be running a structural deficit from year-to-year. This position is not sustainable, equitable for local taxpayers or in line with the Council's Best Value Duty.

8.6 Across a number of Council services, the Government has set out details of service reforms, including children's Social Care, Adult Social Care and SEND. This creates significant uncertainty for the Council in terms of financial planning and are set out in further detail in Section 16 – Risk Management. In some cases, this may improve the financial position for the Council but it is important that any additional requirements come fully funded.

9. Haringey Context

9.1 Haringey is an inner London borough and up to and including 2025/26 had received levels of funding that more closely aligned with Outer London. Haringey exhibits many inner London characteristics including levels of deprivation, high housing costs and urban density. The recently published Indices of Multiple Deprivation 2025 show Haringey ranked 3rd most deprived in London (4th in 2019) ranking 33rd out of 294 local authorities in England. Northumberland Park is now the most deprived ward in London. Haringey has a young, ethnically diverse population.

9.2 The total resident population in Haringey is 264,300 and ethnic minority or Other White ethnic groups account for 70% of the resident population. Unlike many other London boroughs, it also continues to have a growing population – with the number of over 65s 24% higher than it was in 2011. Haringey's population is expected to increase by 6.3% between 2021 and 2031, to 280,100, with the largest percentage growth in older age groups (65+). The highest expected growth in the 2018-based population projections (to 2030) is in the 65+ groups, with 65-84 year old population growing from 25,348 to 33,076 (+30%), and 85+ growing from 3,285 to 3,897 (+18.5%).

9.3 Haringey's local population has been hit hard by the increased cost of living which continues to have an impact.

9.4 The reported data shows that 27.3% of residents aged 16 to 65 were claiming Universal Credit in Haringey in March 2026 – over 51,000 people, the highest ever figures. This equates to 44% of Haringey households on Universal Credit at May 2026 up from 40.7% a year ago and compared to 33% average in London and 26% in England.

9.5 7.7% of residents aged 16+ were claiming unemployment-related benefits in Haringey in May 2026 – over 14,000 people, one of the highest figures of the

last 3 years and higher than the averages for London and statistical neighbours sitting as the 2nd highest among all UK Local Authorities.

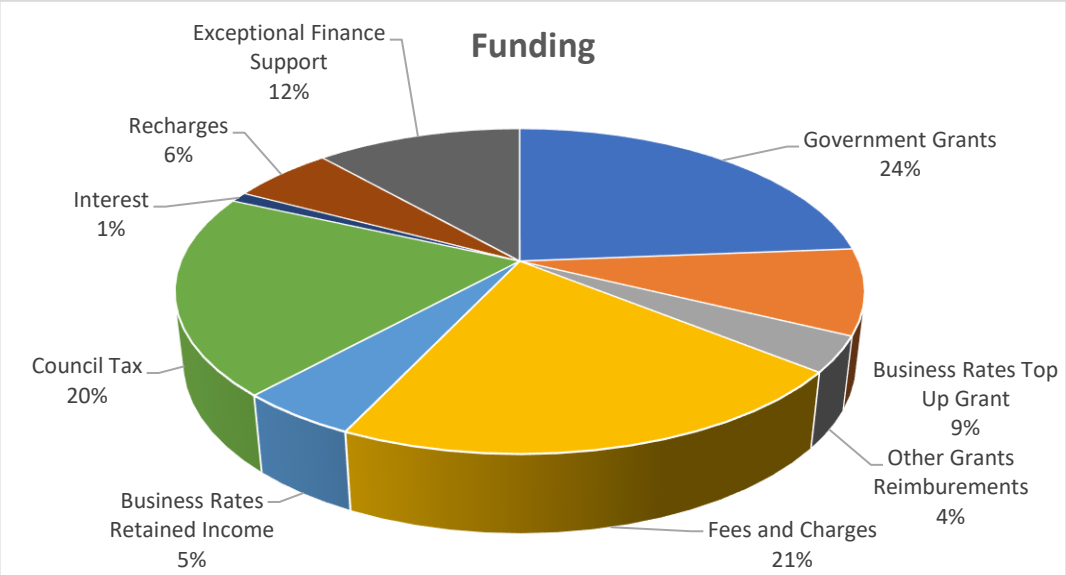
9.6 One in five households have an active mortgage so are likely to be impacted by the continuing high interest rates.

9.7 For schools, falling rolls in primary classes are adding additional pressures on stretched budgets particularly as grant income is linked to pupil numbers. Even where numbers have been relatively stable, cost inflation on key items such as utilities and building maintenance, continues to provide challenges and 33 schools are currently carrying budget deficits with this number expected to grow over the coming years.

10. Revenue Budget – Income

10.1 With a statutory requirement to set a balanced budget each year, the Council's spending power is determined by its income levels. The Council's main funding sources for 2026/27 are set out in Chart 1 and includes Government Grant, Council Tax and Business Rates, fees and charges and rental income and other partner contributions, such as from health. The makeup of different income sources is expected to be similar in 2027/28.

Chart 1: 2026/27 Gross Income



Government Funding

10.2 Core Spending Power (CSP) is used by the Government as a measure of resources available to local authorities to fund service delivery. As a result of the outcome of the Fair Funding Review 2.0 and Business Rates re-set last year, the components of CSP changed. It now includes all government funding to the Council. Government use a notional figure for Council Tax to

determine how much grant they calculate Haringey requires to meet the needs of its population. The level of Council Tax income assumed by Government does not align to the actual value and levied locally and for Haringey this is for two main reasons – the average Council Tax Band is C rather than D in Haringey and collection rates are only 92.5%. As a example, for 2026/27, Government assumed a level of Council Tax income of £151.8m but expected collection is only £145.9m.

10.3 The Council's Fair Funding Allocation by Government includes

- Baseline Funding Level (retained Business Rates and top up funding)
- Revenue Support Grant (now increased as more grants rolled in)
- Local Authority Better Care Grant
- Homelessness, Rough Sleeping and Domestic Abuse (which comes with grant conditions)
- Families First Partnership (which comes with grant conditions)
- Recovery Grant
- Council tax requirement (a calculated notional figure based on national taxbase growth levels and an assumption that all authorities will apply the maximum council tax increase of 4.99%).

10.4 Additional funding is also provided through consolidated grants which sit outside the CSP. These come with specific grant conditions and include the following: -

- Public Health Grant – which now incorporates Drug and Alcohol Treatment and Recovery & Improvement Grant (DATRIG); Individual Placement and Support grant (IPSG); Local Stop Smoking Services and Support Grant (LSSSSG) and the Swap to Stop scheme.
- Crisis & Resilience Fund – which incorporates the Household Support Fund and Discretionary Housing Payments.
- Children, Families & Youth Grant (element outside CSP) covering the Holiday Activities and Food grant and Pupil Premium Plus Post-16 grant.

10.5 The provisional Local Government Finance Settlement for 2027/28 will be published in early or mid-December 2026. As outlined in Section 8, this will be year 2 of a 3-year settlement and few changes are expected. However, as always, there will be a consultation period before the final settlements are published in February 2027.

10.6 Given that indicative figures were provided for the financial years 2027/28 and 2028/29 there have been limited revisions to government funding in this report compared to the March 2026 position. Any changes are largely re-profiling of business rates related income because of the new regime which has reset baseline levels.

Business Rates

10.7 Business rates are set nationally. The valuation of business premises is set by the Valuation Office and Government sets the multiplier which determines the pence per pound paid in tax.

10.8 The Business Rates Retention Scheme (BRRS) saw wide ranging changes in 2026/27 including a revaluation, a reset of local authority baseline rates (the target amount each authority is expected to collect), a shift from local to central provision for income losses due to successful appeals and changes to the levy/safety net. Additionally, government introduced new multipliers to help deliver policy objectives and there are now five in operation: -

- Small business Retail, Hospitality & Leisure (RHL) multiplier: 38.2p
- Small business non-domestic rating multiplier: 43.2p
- Standard RHL multiplier: 43.0p
- Standard non-domestic rating multiplier: 48.0p
- High-value non-domestic rating multiplier: 50.8p

10.9 The two new lower multipliers for Retail, Hospitality & Leisure (RHL) are expected to be funded by a new High-Value Multiplier (HVM). The impact of the changes announced in the Autumn Budget for 2027/28 are expected to be reflected in CSP for 2027/28.

10.10 In terms of the council's performance in collection of business rates levied, an operational stretch target of 94% was set. Based on data at Quarter 1 of 2026/27 this is on track to be delivered. Any over or under collection will manifest in future years budgets as either a surplus or deficit.

Council Tax

10.11 Income collected through Council Tax is determined by the level of the tax and the council tax base.

10.12 Financial plans continue to assume that the council tax base will increase by an average of 1% in 2027/28 and across the remaining MTFS and takes into account the number of households receiving Council Tax reduction and other discounts. The average Council Tax band is expected to remain as Band C – the average across London is a Band D.

10.13 The Policy Statement on the 2026/27 – 2028/29 local government finance settlement, published on 20 November 2025 confirmed that Council tax referendum principles would continue at their 2025/26 levels for the three-year period (although note they will still need to be re-confirmed and set annually due to legislative provisions) which for Haringey, as a social care authority, is up to 3% for the general increase and an additional 2% for the adult social care precept. The MTFS published in March 2026 and this report reflects these increases – a total of 4.99%.

10.14 For authorities in receipt of Exceptional Financial Support (EFS) there are options to discuss levying Council Tax rates above these referendum principles. This can be requested through the Council's EFS application and is subject to a decision by MHCG. Given the on-going financial gap facing the authority next year and across the whole MTFS, all options are being explored but this report continues with the current assumption of 4.99%. On average, each 1% increase in Council Tax generates approximately an additional £1. 5m in income after taking into consideration the impact of the Council Tax Reduction Scheme.

10.15 The current budget assumptions around the Council Tax Reduction Scheme are that this remains unchanged for 2027/28. Currently just over 24,000 households receive a Council Tax reduction. The total spend on the scheme is approximately £36.3m.

10.16 No changes are currently proposed to be made to the assumed collection rate for Council Tax which is currently 92.50%.

Fees and Charges

10.17 Income from fees and charges (including rents from commercial and operational properties) is around 21.0% of the Council's income. Many of these are set by Government but there are many which the Council has discretion over the level.

10.18 Each year, all fees and charges are subject to review which is also expected to identify any opportunities to introduce new services which could contribute additional income. This review process is currently underway, and proposed changes will be presented to Cabinet in December 2026. Early indications are that because of historic shortfalls against income targets, this increase will not deliver any, or at least any significant additional net income to close the budget gap on the General Fund.

10.19 For budget planning purposes, it is assumed that most fees and charges will increase by the inflation level as at September 2026 (3.5%) in line with budget principles. However, consideration will also be given to those not already at full cost recovery, those where increases could be detrimental to income generation and those where current fees and charges are significantly below those charged by statistical neighbours.

10.20 Full details will be included in the report to Cabinet on 8 December 2026 and to Licencing Committee by January 2027 for the fees and charges under their remit.

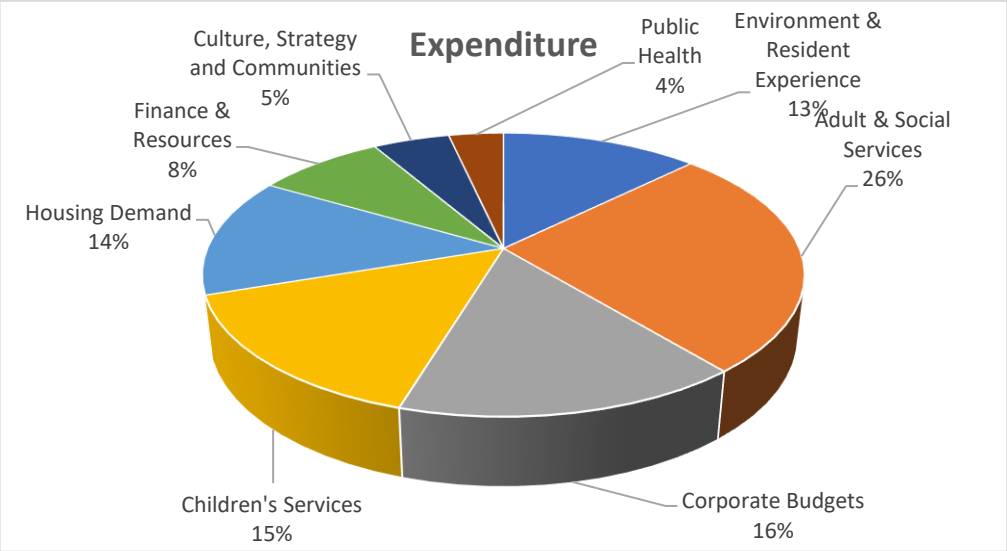
11 Revenue Budget Expenditure

11.1 Spending patterns are volatile and each year there are new pressures but also potential opportunities to re-design services that reduce costs. The annual financial planning process assesses existing and any emerging pressures or reductions to enable a budget to be set that is robust, realistic

and achievable. The starting position is a review of the financial position in previous and the current financial year.

11.2 The Council's planned expenditure for 2026/27 when the budget was set in March 2026 is illustrated in Chart 2 and the breakdown of spend by service is likely to be similar in 2027/28. For gross expenditure (before service specific income is taken into account), 55% is spent on social care and temporary accommodation but for net expenditure (spend after service specific income is taken into account), these three services account for 83% of the Council's spending.

Chart 2 – Gross Expenditure 2026/27



11.3 These charts clearly show where the majority of Council's budget is spent, with 26% on Adult & Social Services, 14% on Housing Demand and 15% on Children's services overall. An increasing spend item relates to treasury and capital financing costs i.e. Interest payable on borrowing and repayment of initial loans. This cost is driven by spend on required capital investment but more recently, a greater proportion now comes from servicing borrowing associated with Exceptional Finance Support (EFS). These costs are included within the Corporate Budgets in the chart above.

2026/27 Forecast Budget Position

11.4 The Quarter 1 Finance Update report was presented to Cabinet on 15 September (Public Pack)Agenda Document for Cabinet, 15/09/2026 18:30 and underlined how extremely challenging the Council's financial position remains.

11.5 Despite setting a budget of £353.02m in March 2026 (which already includes £84.3m of Government Exceptional Financial Support (EFS), based on the Quarter 1 information on expected demand and price increases, the Council is forecast to overspend on this figure by £21.7m. Over 80% of net service spend is on supporting the most vulnerable through adult services, children's

and education and housing demand (temporary accommodation). Both demand and price in these areas continue to remain high.

11.6 It should also be noted that a substantial element of the forecast £21.7m overspend is due to non-delivery of agreed savings either from prior years or 2026/27. Delivery of agreed savings is one of the key points highlighted by the council's external auditors and improving on delivery is a key responsibility of the Officer and cross-party member Finance Improvement Boards where delivery will be scrutinised monthly. At this point in the year, no recommendations are being made to write back any previously agreed savings and all services are expected to deliver savings as planned or identify one off mitigations if full delivery is not expected until 2027/28.

11.7 The non-savings related pressures identified in the Quarter 1 report will continue to be assessed. The in-year position continues to be monitored monthly internally and by the Corporate Leadership Team (CLT) and reported quarterly to Cabinet and Scrutiny. The next update will be to Cabinet on 15 December 2026. There is an expectation that the £21.7m overspend will be reduced down before year end through tangible spend control actions with any residual pressure offset by any unapplied contingency budget which currently stands at £23.5m. Therefore, as at Q1 no further EFS is planned to be required in 2026/27 over and above the £84.3m already approved by MHCLG.

12 Approach to 2027/28 Financial Planning

12.1 Historically the Council has undertaken an annual budget setting cycle which has requested new savings and income proposals from each of the Council's directorates or those which are cross cutting initiatives across the whole council.

12.2 As the identification and delivery of savings has proved challenging with this approach, a more directed approach has been taken this year driven by the agreed three-year Financial Resilience Plan. This focuses on 8 priority areas mainly those where spending is high and there is the greatest opportunity to transform and re-design services and deliver savings through cost reductions or increased income.

12.3 A Delivery Plan is being developed for each of these priority areas with the expected outcome of reducing spend and/or increasing income and a level of performance that aligns Haringey's spending with statistical neighbours. This includes cost avoidance measures to limit the year on year increase in additional budget required to fund pressures while maintaining appropriate quality standards within services to meet its statutory duties.

12.4 The 8 Priority areas are set out below along with a 9th which will articulate delivery arrangements for how these 8 will be supported. This includes through internal resources, specialist service specific capacity and skills

and/or engaging with a delivery partner who will be fully integrated with the Council to work with services to identify and deliver opportunities over the next three years.



12.5 **Adult Social Care** - adult social care is the Council's single largest spend area but also an area for improvement. To this end there is an Improvement Plan and an Improvement Board wrapped around the service to ensure the most senior level of oversight and assurance around progress. The priority in 2026 has been to bring this together as a coherent package that prioritises the Community Support Model and puts value for money at the heart of the work. Consideration is being given to a single Improvement Partner approach to delivering on plans.

12.6 **Procurement and Commissioning** - resources have already been committed to a fundamental review of the Council's commissioning approach and arrangements. This has established a targeted pipeline of savings associated with contract renewals. This work will continue through 2027/28 and likely beyond and has already established strong foundations that improve policy, process and workforce skills that are needed to implement improved commissioning and contract management arrangements. It is being applied to all new commissions to ensure value for money. In addition, a deep dive review and improvement programme for all aspects of procurement and purchasing is underway.

12.7 **Housing** - Much good work has already happened in relation to some aspects of the housing demand services, and in particular in relation to temporary accommodation. Going forward, the Council will focus further on temporary accommodation (including lessening the dependency on Nightly Paid Accommodation), on reviewing and maximising the impact of our prevention activity, and on reviewing our commissioning approach to housing related support, homelessness and rough sleeping provision.

12.8 **Council Tax** – this priority will focus on improving collection rates, a further review of the Council Tax Reduction Scheme in future years due to high demand and the demographics of Haringey to ensure it aligns with the emerging anti-poverty strategy, and considering the level of Council Tax increase for 2027/28.

12.9 **Income Generation and Collection** - the Council's income collection can be improved. The Council will work to improve collection rates across Council Tax, Business Rates, Commercial Property, Adult Social Care, Housing Rents (within the HRA) and Debt Recovery. In addition, the Council will continue to review the scope for further income generation across the full range of services.

12.10 **Customer Services** - this is an area where the Council has historically reduced budgets without introducing the digital infrastructure that will move customers away from telephones and face to face, onto online access. The consequence is a service in need of improvement for residents wanting to access some of our core services. The work is establishing a clear and whole organisation improvement plan around our Right First Time aspirations and will require investment in early years to then reduce spend in future years when the service improvements are fully embedded.

12.11 **Children's Services** – a large element of children's services is currently going through DfE led transformation – children's social care, SEND and education / schools. All of these are designed to deliver improvements but also to keep young people out of expensive crisis services and should therefore result in lower costs over time. Along with other services a three year Value for Money Action Plan will be required for Children's Services and one specific aspect that will need to be considered are the arrangements for SEND transport.

12.12 **Staffing, including Senior Management Review** - the current inflight work in relation to enabling services and business support will complete in 2026/27, and this is expected to lead to organisational savings. In addition there will be a further review of Senior Management roles across the organisation, following on from that undertaken in 2024/25, which will lead to further cost reductions.

12.13 The immediate opportunities to reduce costs / increase income from these 8 priority areas is reflected in this report (see Appendix 4) but the transformation and re-design of services takes time and the development of these plans will continue over the next 6/12 months with more significant financial benefits to be reflected from 2028/29 onwards.

12.14 There will continue to be a focus on clearly demonstrating that services are operating within the parameters of value for money (VFM). All other services not covered by the priority areas above have produced a Value for Money

Action Plan with proposals to reduce spend and increase income that align Haringey's spending with statistical neighbours and cost avoidance measures to limit year on year increases in additional budget required to fund pressures over the next three years. The immediate opportunities to reduce costs / increase income are reflected in this report (see Appendix 4) but will continue to be identified in the run up to the draft budget being presented to Cabinet on 9 February 2027 and are largely focussed around management efficiencies and actions. Since these are three-year plans, any more substantial opportunities that result from changes to service provision will require a separate consultation and therefore any financial benefit is more likely from 2028/29 onwards or where opportunities arise, 2027/28 in year benefit.

12.15 This process captured available and appropriate benchmarking of costs and service levels to support informed decision making. Demand led services were required to compile activity/demand and cost data to support modelling of any additional pressures hence budget need. This was undertaken in the light of a recognition that increased numbers, case complexity and price all add an additional dimension that can have a significant impact on overall costs of services.

12.16 The initial budget proposals arising from this work are included within Appendix 4. Budget proposals have been categorised into two groups - savings proposals that require formal consultation and savings proposals which do not and are deemed as management efficiencies, which officers can implement.

12.17 The revenue budget proposals recommended for consultation of £1.3m and management efficiencies of £6.3m to address the revised budget gap of £35.4m. Management efficiencies have been summarised in Table 7 of the report.

12.18 Each of the proposals have a Corporate Director Sponsor and Director Lead who will be accountable for delivery. The Financial Resilience Plan is designed to focus the Council's transformation efforts and capacity on the areas of greatest impact and also where there is the highest priority need for improvement. It is also designed to establish stronger collective ownership of a corporate programme, increase transparency around what is being prioritised and improve grip at the most senior level on the progress the Council is making. Reporting against the Financial Resilience Plan will commence through the quarterly finance updates to Cabinet.

12.19 The budget process is continuous between now and March 2027. Regular touchpoints will be made with Corporate Directors/Directors to consider progress and there will be updates to the Corporate Leadership Team, Cabinet and Scrutiny throughout the process. Professional judgement by the Section 151 Officer based on evidence and data will be used to assess the

extent to which final assumptions need to be adjusted to take account of demand and other changes across 2027/28 before the final draft budget is presented to Cabinet on 9 February 2027.

12.20 The Council will also continue to ensure a strong focus on financial discipline going forward.

12.21 External support and challenge will be enhanced to help achieve the outcomes set out in this Financial Resilience Plan. This will include, but won't necessarily be limited to:

- Undertaking a further formal LGA Corporate Peer Challenge, in early 2027;
- Inviting additional external members to the Council's Financial Resilience Board
- Continuing open and transparent engagement with Government about the Council's financial position, including full participation in any direct offers of support.
- Ongoing implementation of the full range of spend control measures, including:
    - Spend Control Panels for all non-essential expenditure over £1,000;
    - Recruitment Control Panel to provide check and challenge on all permanent, temporary and agency recruitment;
    - Improve purchasing compliance across the whole organisation within financial regulations, contract standing orders and purchasing compliance rules;
    - Ongoing implementation of central gateway arrangements for capital projects, procurement and commissioning;
    - Section 151 Officer approval process for any department to spend beyond its cash limits, to ensure that there is a clear and agreed funding strategy before expenditure is committed.

13 Updated 2027/28 Financial Position

13.1 Taking into account all of the above, the 2027/28 budget gap reported to Council on 3 March 2026 has now been revised to reflect the following:

- New and revised service and corporate budget pressures.
- Business rates income amended to reflect latest CPI inflation and current estimates of the impact of the planned revaluation and reset.

13.2 The output of these adjustments has resulted in a revised budget gap for 2027/28 of £35.4m as set out in Table 1 below.

Table 1: 2027/28 Revised Budget gap

Description	2027/28 £'000
Current Gap (based on March 2026 position)	**29,591**
Increase in Service Specific Pressures Services (see Appendix 3)	28,311
Reduction in Corporate (non service specific pressures) (see Appendix 3)	(24,427)
New Government & Other Funding Changes – reduction in assumed business rates income	1,970
Revised gap before any new savings	**35,446**

The key drivers of the increased gap are provided below:

Budget Pressures

13.3 Work over the summer has suggested that an additional £28.3m will be required by directorates for 2027/28 with additional £46m required across the whole MTFS period. There is an assumed reduction in Corporate pressures of £24.4m in 2027/28 mainly driven by a review of the allowance for general contingency which in turn has led to a £78.1m reduction across the whole MTFS period. These estimates have considered the most up to date forecasts and modelling for the current (2026/27) financial year and use of scenario planning to forecast future trends in demand and price.

13.4 Table 2 below summarises the total currently estimated additional budget required by Directorates for each year.

Table 2: Increase / Reduction in Budget Pressures since March 2026

Directorates	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000
Children's Services	5,063	-	-	-	-	**5,063**
Adult & Social Services	8,861	4,779	12,513	-	-	**26,153**
Housing Demand	11,374	41	43	-	-	**11,458**
Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	300	118	48	26	1	**494**
Environment & Resident Experience	1,968	252	261	39	40	**2,560**
Finance & Resources	745	17	(497)	-	-	**265**

Directorates	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000
Corporate Budgets*	(24,427)	(25,079)	(24,976)	(9,841)	6,261	**(78,061)**
Total	**3,884**	**(19,871)**	**(12,608)**	**(9,775)**	**6,302**	**(32,069)**

*Additional General Fund contingency requirement for 2027/28 reduced to £3.7m since March 2026 following further review of overall budget pressures across the MTFS

13.5 Assuming that the new pressures are built into 2027/28 to 2031/32 budget plans, the overall pressures across the 5 years of the MTFS would be as shown in the Table 3 below.

Table 3 – Estimated Total General Fund Budget Pressures 2027/2032

Directorates	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000
Children's Services	6,835	1,607	1,680	-	-	**10,122**
Adult & Social Services	16,071	11,979	19,433	-	-	**47,483**
Housing Demand	13,374	2,041	1,043	-	-	**16,458**
Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	(846)	216	146	1,256	1	**774**
Environment & Resident Experience	2,391	(1,748)	261	39	40	**983**
Finance & Resources	745	17	(497)	-	-	**265**
Corporate Budgets*	30,176	45,897	58,287	71,902	6,261	**212,524**
Total	**68,746**	**60,010**	**80,353**	**73,198**	**6,302**	**288,608**

***** A breakdown of Corporate budgets are detailed in the table below

Table 4 – Breakdown of Pressures on Corporate Budgets

Description	£'000
General Fund contingency requirement for 2027/28 reduced to £3.7m since March 2026 following further review of overall budget pressures across the MTFS	3,726
Increase in budget for forecast pay inflation to 3.5%	3,835
Increase in budget for forecast price inflation – average of 15%	2,717
Increase in London Wide Levies – 2.5% increase assumed	1,200
Increase in Haringey's contribution to Concessionary Fares	2,729
Increase in banking charges from increased use of card payments and to address a historic shortfall on the budget	360
Increase in borrowing costs	14,587
Other combination of minor adjustments	1,022
Total	**30,176**

Service Pressures for 2027/28

13.6 In 2027/28, of the additional budget required to fund pressures (£68.7m), 53% relates to Adult and Children's social care and housing demand (temporary accommodation).

13.7 The estimated additional budget requirement for adult social care in 2027/28 is £16.1m - £7.2m identified at the last update in March 2026 and an additional £8.9m as set out in Table 2. This reflects an increase in the demand for placements based on historical trends and assumptions around the mix of care provided for each key primary support need. It also represents an increase in adults receiving care packages and an average inflationary increase of 4%. It is projected that the number of Older Adults with a Physical Disability primary need will increase from 1,688 to 1,754 by March 2028. For Younger Adults (18-64) with a Learning Disabilities primary need, the increase from a baseline of 775 is expected to reach 805 by March 2028, for those with a Mental Health primary need, an increase from 532 to 566 at March 2028 and for those with a Physical Disability primary need, an increase from 694 to 733 by March 2028.

13.8 In 2027/28, it is assumed that £13.4m additional budget will be required for housing demand - £2m was identified at the last update in March 2026 and the additional £11.4m as set out in Table 2. Of this, £7.7m is mainly driven from the requirement to fund the Housing Benefit subsidy pressures which have arisen from increases in Temporary Accommodation (TA) rents but not a corresponding increase in housing benefit individuals receive. Of the total, £2.4m is estimated to be required for increased Temporary Accommodation (TA) costs to address forecast demand and the ongoing increase in the price of nightly paid accommodation - with average costs rising by almost 10% over the past year. Despite ongoing efforts to reduce expenditure through homelessness prevention initiatives, contract management efficiencies, and improved move-on arrangements, the service's ability to mitigate these pressures is constrained by statutory homelessness duties and wider market conditions.

13.9 Within Children and Family services, an additional £7m is expected to be needed - £1.8m identified at the last update in March 2026 and the additional £5.1m as set out in Table 2. Of this, £3m relates to cost pressures in children's placements due to increasing complexity of need, rising market costs, and growing use of high-cost placements. While the number of looked-after children has increased from around 290 to 306, the main issue is the rising cost per placement, with some highly complex cases costing up to £700,000 annually. Higher-cost children entering care are outweighing savings from those leaving, while fostering shortages continue to drive reliance on more expensive placement options. Other pressures include £1.3m for the extension of the Steps to Adulthood Programme (Transitions) and £556,000 for Home to School transport due to changes in guidance which means the council is now liable for transport of children in care with an Education Health and Social Care Plan placed out of borough.

13.10 The pressures highlighted in Environment and Resident Experience include lower than expected income now in the active and wellbeing service, additional capacity for the revenues team to increase council tax collection and the loss of income from the Government's proposed £100 cap on Council Tax liability order charges which will require the service to reduce its fees from 2027/28. The Resident Support Service is an area where the Council has historically made large cost savings without introducing the digital infrastructure that will move digitally able customers away from telephones and face to face, onto online access. The consequence is an extremely poor experience for residents wanting to access some of our core services. The service will therefore require additional funding in 2027/28, as it has this year. The investment needed is being developed and will be included in the draft budget presented to Cabinet on 9 February 2027.

13.11 Overall the budget requirement in Culture, Strategy and Communities will reduce by £846,000 but includes funding for pressures in digital infrastructure and technology in libraries and providing additional resourcing for the Coroners service to maintain statutory duties and service delivery.

13.12 The main pressure identified in Finance and Resources has arisen from staffing costs that can no longer be funded through capital budgets and instead will now be funded through the revenue base budget. Other pressures include contract costs and technology implementations in the Digital and Change team. There are spending and income pressures within the property service which are expected to continue into 2027/28 as the improvement plan continues to be implemented and increases income form lease and rent reviews. However, ongoing time limited additional budget will be required until the completion of this improvement plan and will be reflected in the final draft budget in February 2027.

13.13 All pressure assumptions across services will remain under review over the next few months as new information emerges so the budget for 2027/28 can be set on the most up to date, realistic and reliable estimates.

13.14 Although still subject to change and challenge and validation in light of the forecast in the current year between now and December, these have now been assumed in the financial planning models at this stage of the budget planning process.

Corporate Pressures for 2027/28

13.15 Table 4 shows an increase of £30.2m is required in 2027/28 compared to the 2026/27 budget. Of this increase, £14.6m (48%) relates to the estimated increase in annual interest and principal repayment (MRP) on borrowing reported in March. Of this, £3.8m is due to borrowing for EFS and £10.8m due to borrowing for the General Fund Capital programme. These figures

will be reviewed and updated in line with the 2027/28 Treasury Management Strategy Statement which is being prepared for Audit Committee in January 2027, Cabinet in February 2027 and Full Council in March 2027.

13.16 Other notable increases are for pay and contract inflation, now assumed at 3.5% for pay and an average of 15% (ranging from 2.5% to 59%) for corporate contracts and the average is mainly driven by steep increases in the utility contracts and external audit costs.

13.17 Currently £3.9m of the increase assumed for 2027/28 is to cover the forecast increases for Concessionary Fares and the North London Waste Authority (NLWA) levy, £2.8m and £1.2m respectively. Revised forecasts for both of these services were not available at the time this report was published, and given their overall size, any small % increase between now and February 2027 could be significant in budgetary terms.

13.18 Treasury investments are assumed at an average rate of 3.5% and borrowings at an average rate of 5% and remain in line with the March 2026 Council assumptions but will be updated in line with the 2027/28 Treasury Management Strategy Statement (TMSS) which will consider the latest forecasts published by the Office for Budget Responsibility on 28 October and advice from our external Treasury Advisors. Any updates will be reflected in the draft budget to Cabinet in February 2027 and Full Council in March 2027. It should be noted that currently the borrowing rate is 5.5%.

13.19 Government policy decisions can have a significant impact on many of the corporate budgets which cover pay and corporate contract inflation and treasury and capital financing. At this stage, no adjustments have been made following Government's Autumn Budget on 28 October 2026.

Budget Savings and Management Efficiencies

13.20 The approach to identifying new savings as part of this year's financial planning process was set out at the beginning of this section of the report through the Council's Financial Resilience Plan.

13.21 This work has identified an additional £7.6m new savings (including management efficiencies) for 2027/28 with a total £14.9m new savings across the five year MTFS period as noted in the Table 5 below. These are on top of the existing, already approved, savings of £12.8m in 2027/28 and £20.8m across the five-year period. This means in total, savings of £20.4m for 2027/28, subject to consultation on the new proposals.

13.22 The new saving proposals that have been developed by officers as options to reduce the budget gap now require formal consultation as part of the budget process and are detailed in Appendix 4. Cabinet are now recommended to commence external consultation and member scrutiny.

Table 5: New Proposed Budget Savings and Management efficiencies

Directorates	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000
Children's Services	-	-	-	-	-	**-**
Adult Social Care	(500)	(750)	-	-	-	**(1,250)**
Housing Demand	(642)	-	-	-	-	**(642)**
Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	(55)	(25)	(180)	-	-	**(260)**
Environment & Resident Experience	(140)	(726)	(195)	(110)	-	**(1,171)**
Finance & Resources	-	-	-	-	-	**-**
Corporate Budgets	-	-	-	-	-	**-**
Management Efficiencies	(6,272)	(3,465)	(1,815)	(50)	-	**(11,602)**
Total	**(7,609)**	**(4,966)**	**(2,190)**	**(160)**	**-**	**(14,925)**

13.23 Assuming that the new proposals are agreed and built into 2027/28 to 2030/31 budget plans, the savings programme across the 5 years of the MTFS would be as shown in the Table 6.

Table 6 – Estimated Total General Fund Savings Programme and Management Efficiencies 2027-2032

Directorates	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000
Children's Services	(466)	(70)	-	-	-	**(536)**
Adult Social Care	(1,809)	(2,670)	-	-	-	**(4,479)**
Housing Demand	(2,864)	(512)	(490)	-	-	**(3,866)**
Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	(155)	(150)	(180)	-	-	**(485)**
Environment & Resident Experience	(1,378)	(1,862)	(445)	(110)	-	**(3,795)**
Finance & Resources	(3,260)	(2,885)	-	-	-	**(6,145)**

Corporate Budgets	(3,505)	-	-	-	-	**(3,505)**
Management Efficiencies	(7,013)	(4,053)	(1,815)	(50)	-	**(12,931)**
Total	**(20,449)**	**(12,202)**	**(2,930)**	**(160)**	**-**	**(35,741)**

13.24 New management efficiencies are operational and largely internal efficiencies rather than resulting in a change in service provision or how it is delivered and total £6.3m in 2027/28 and £11.6m across the five year MTFS period. They cover the following areas as set out in Table 7:

Table 7 – New Management Efficiencies

Themes	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000
Greater use Digital Technology	(196)	(300)	(50)	-	-	(546)
Improved Market Management and Re-tendering of Services	(600)	(900)	-	-	-	(1,500)
Improved service provision via a more targeted/alternative support	(3,527)	(667)	(237)	(50)	-	(4,480)
Income generation	(283)	(336)	(187)	-	-	(807)
Increases in External Funding Contributions	(645)	(500)	(500)	-	-	(1,645)
Staffing Reductions*	(1,021)	(762)	(841)	-	-	(2,624)
Grand Total	**(6,272)**	**(3,465)**	**(1,815)**	**(50)**	**-**	**(11,602)**

*Excludes any savings from senior management review – this work is underway and will be reflected in the draft budget to Cabinet in February 2027.

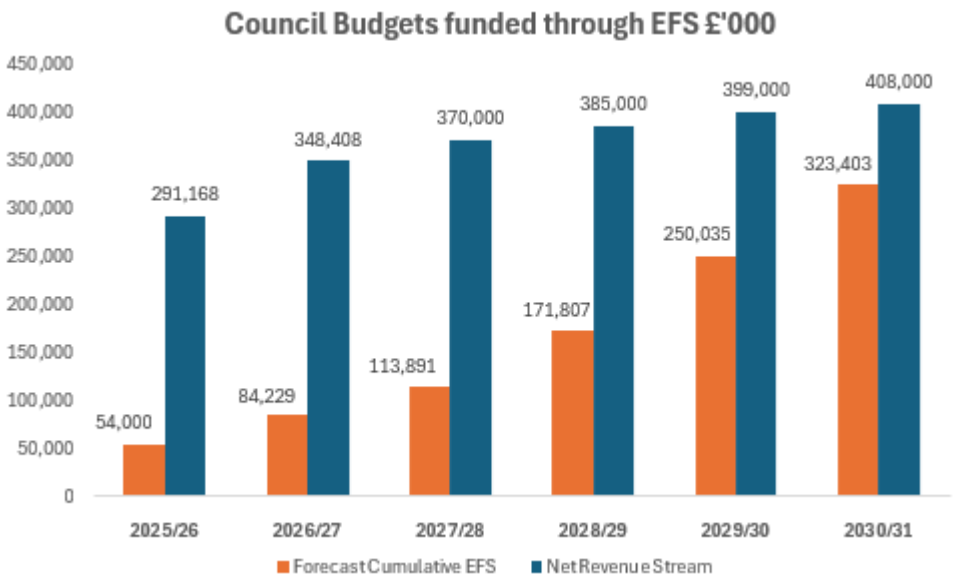
13.25 The 2027/28 Financial Planning process to date, including lobbying and meetings with MHCLG and Ministers, has clarified that EFS and/or increases in Council Tax above the 4.99% threshold are the only options if the authority is not able to set a balanced budget for 2027/28.

13.26 The implications for this level of ongoing borrowing is not sustainable but considered realistic at this stage given the financial pressures the Council is dealing with over the next five years and the level of transformation and re-design of services that is needed. The Council will continue to express its concern to Government that EFS and the impact this has on borrowing costs year on year is not a solution to dealing with the shortfall of funding in the sector.

13.27 Chart 3 below sets out the forecast value of the Councils budget that will be funded through EFS across the MTFS period as presented to the March 2026 council. It shows the forecast annual EFS interest charges to be incurred each year. These figures are based on a 20-year maturity Public Works Loans Board Loan at 5.85%. Every £1m equates to approximately £86,000 of borrowing costs that must to be funded.

13.28 It must be stressed that the contents of the charts are not final but illustrative of the growing % of the forecast new budget requirement relying on EFS should no further action be taken.

Chart 3 – Forecast Council Budgets funded through EFS

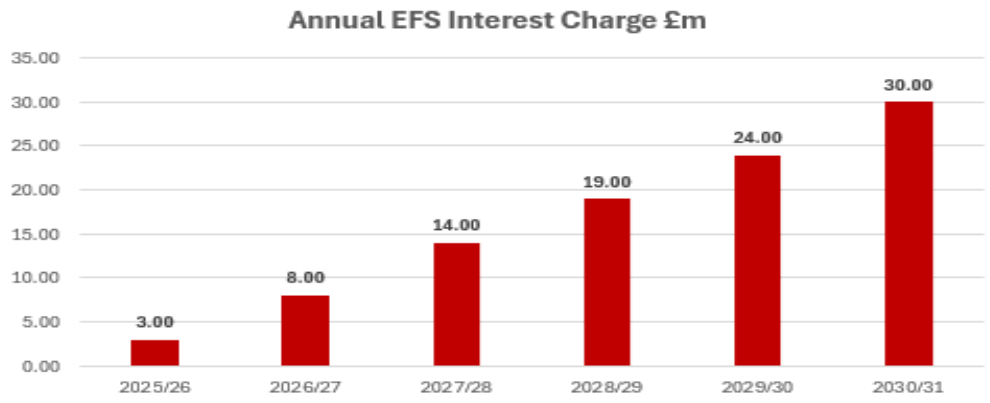


*This chart is for illustrative purposes and reflects the current forecasted position

13.29 The Net Revenue Stream represents the amount of funding the Council needs to finance its day-to-day services after taking account of income generated from fees, charges, contributions, and specific grants. It reflects the net cost of delivering services, together with corporate financing and treasury management costs, and is funded through a combination of Council Tax, retained business rates, and government funding

13.30 Chart 4 underlines the growing funding being diverted away from day to day service delivery into servicing the interest and principal repayment of EFS loans. The final EFS figure will be subject to agreement with Government and will depend on the outcome of the local government finance settlement, any internal revisions to current assumptions before February 2027, the wider economic position and availability of capital receipts to fund EFS rather than borrowing.

Chart 4 – Forecast Annual EFS Interest Charge



14 Financial Position for 2027/28 and beyond

14.1 The focus of this report has been on preparations for the 2027/28 budget. Financial planning across the medium term is more difficult because spending pressures and other income streams remain volatile.

14.2 With the publication of the 3-year local government funding envelopes last year, there is a reasonable amount of certainty for government support for 2027/28 and 2028/29 but beyond that there is little updated announcements to base revised assumptions on. Broadly, the approach has been to forecast cash flat or limit to inflationary increases.

14.3 Service and Corporate pressures have been reviewed, as outlined above, but become less reliable beyond 2027/28 and contain significant risk.

14.4 This forecast cumulative gap across the MTFS period is £181.9m as set out in Table 8. It is critical to note that this is the gap **after** assuming an on-going reliance on EFS of £84.3m which has effectively been built into on-going budgets and will need to be borrowed each year from Government – the structural deficit.

14.5 The £181.9m also currently excludes any new saving proposals or new management efficiencies and is based on the best estimates at this stage including:

- Government funding remains cash flat beyond 2028/29.
- Service demand pressures of £76.1m (2027/28 - 2031/32) are sufficient but will be subject to regular review as more information becomes available.
- Corporate demand pressures of £212.5m (2027/28 - 2031/32) are sufficient but will be subject to regular review as more information becomes available.
- Pay inflation reducing across the period to 3% and price inflation reducing across the period to 4%, although with inflation not reducing at the pace expected this assumption is a significant risk.
- Interest rate of borrowing costs remain an average of 5%. This will be updated as part of the annual review of the TMSS and the impact of revised forecasts built into the February report to Cabinet.
- Council Tax base increase of 1% and Council Tax level increase of 4.99% for the remainder of the MTFS period.
- Delivery of £35.7m of previously agreed and proposed savings and management efficiencies for 2027/28 to 2031/32.
- Corporate Contingency remains at £25.0m until 2031/32.
- Services stay within their approved budget allocation and do not overspend.

Table 8 – Forecast Budget Gap 2027/28 to 2031/32

Type	2027/28	2028/29	2029/30	2030/31	2031/32	Total
	£'000	£'000	£'000	£'000	£'000	
Previously Agreed Budget Pressures	64,862	79,881	92,961	82,973	-	**320,677**
Previously Agreed Budget Savings	(12,100)	(6,648)	(740)	-	-	**(19,488)**
Previously Agreed Management Efficiencies	(741)	(588)	-	-	-	**(1,329)**
Previously Agreed Government and Grant Funding Changes	(22,430)	(14,729)	(13,994)	(9,605)	-	**(60,758)**
Current Gap (based on March 2026 position)	**29,591**	**57,917**	**78,228**	**73,368**	**-**	**239,103**
New Pressures (service and corporate)	3,884	(19,871)	(12,608)	(9,775)	6,302	**(32,069)**
Government & Other Funding Changes – business rates income reduction and Recovery and Revenue Support Grant increases from 2030/31	1,970	0	(1,071)	(12,992)	(13,036)	**(25,128)**
Forecast Budget Gap before new Savings and Management Efficiencies	**35,446**	**38,045**	**64,548**	**50,600**	**(6,733)**	**181,906**

14.6 The forecasts have not improved which underlines the size of the challenge facing the council. As noted above, the gaps in the table are after an assumption that the Council will receive each year of £84.3m of EFS from Government. This assumption does pose a risk and permission for EFS must be obtained each year. Even with a fundamental review of how Council services are delivered and a review of performance standards that are affordable, it is really challenging to see how the Council can close the in year budget gaps, plus the £84.3m structural deficit whilst still continuing to deliver on its statutory requirements.

14.7 The Council acknowledges that despite the opportunities identified in this report, there remains a significant financial gap over the next three years, whereby if no further action is taken will mean an increasing reliance on EFS year on year which is not sustainable. The Council recognises and through the Financial Resilience Plan that a more transformational approach to re-design services is required. This has commenced and will continue during 2027/28 to identify opportunities to improve the position from 2028/29 onwards.

14.8 It is critical that lobbying continues to take place at all appropriate opportunities supported by evidence-based data and the next formal opportunity will be through the 2027 Spending Review.

15 Capital Programme Update

15.1 The Capital Strategy 2026-2036 was approved and adopted by Full Council on 2 March 2026 Capital Strategy. The Capital Strategy sets out the Council's statutory responsibility to define a clear approach for capital investment and financing.

15.2 The aim of the strategy is to ensure that all Council elected members and other stakeholders fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

15.3 The CIPFA Treasury Management Code of Practice and Prudential Code require local authorities to ensure that capital investment plans are affordable, prudent and sustainable over the medium to long term.

15.4 Full Council agreed that the Capital Strategy should be reviewed annually alongside the MTFS (Medium Term Financial Strategy) and TMSS (Treasury Management Strategy Statement). This is to ensure that it remains responsive to changing strategic priorities, economic conditions, funding opportunities and affordable.

15.5 Officers are currently reviewing the strategy to ensure it aligns with the priorities set out in the new Corporate Delivery Plan and continues to deliver on the Borough Vision 2035 outcomes.

15.6 With interest rates remaining high in the short term at least, it is essential that levels of borrowing are kept to a minimum.

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

Approach to Updating the Existing Capital Programme

15.8 The process to review the Capital Programme is underway and continues to focus on ensuring that any scheme included in the programme is based on clear evidence of need and affordability in line with the Capital Strategy.

15.9 Over the summer, officers have been reviewing the existing capital programme to identify any schemes that could be re-profiled, reduced, deferred, deleted but also to identify any other new essential or new investment that may be required which will be subject to consultation. Only schemes that are evidenced to be essential, in line with priorities and financially viable will be included.

15.10 This review has not identified at this stage any changes that will require consultation.

15.11 Given the challenging financial position of the Council, it is expected that should any new proposals be submitted that require Council funding, they will focus on addressing health and safety, maintenance and maintaining essential services.

15.12 To provide greater clarity and to ensure that the Council is not budgeting for borrowing not yet confirmed as required, new categorisations have been introduced into the planning stage this year. These are set out in Table 9 below including definitions. As part of this year's annual review, each scheme (existing and new) will be categorised as one of the four 'stages'.

Table 9: Capital Programme Stages

Stage	Definition
Pre-Pipeline	Early-stage concepts with no approved business case or delivery plan. Potential future capital projects. These schemes will not be budgeted for in the capital programme.
Pipeline	Projects with an outline business case and expected to be delivered in the next five years but no clear delivery plan or timescales and remains subject to further approval before proceeding.

Stage	Definition
Inflight	Approved schemes with funding in place and actively being delivered. Monitored through programme and financial governance arrangements.
Contingency	Corporate provision for unforeseen cost pressures, inflation, risk events and emerging priorities. Controlled centrally with approval thresholds, and agreed through the Capital governance process.

15.13 The result of this categorisation and process change means that the funded capital programme considered by Cabinet in February 2027 and subsequently presented to Full Council on 1 March 2027 for approval will only include projects that are deemed 'inflight' or to be funded through 'contingency' when clear delivery plans have been agreed.

15.14 Work to date has been on: -

- Confirming schemes that will have completed at the end of 2026/27 and therefore will not feature in next year's programme.
- Confirming schemes that no longer align with priorities in the Corporate Delivery Plan and can be re-prioritised.
- Review of schemes that need to be retained in the programme but with a review of delivery plans and profile of spend. Where a delivery plan cannot be evidenced but delivery is expected, these will be removed as named schemes in the programme and be reflected within the contingency allocation with approval through the capital governance process in year.

Exceptional Financial Support (EFS) Requirement Funding

15.15 As stated earlier in the report, due to the number of budget uncertainties remaining at this point of the planning process, no changes have yet been made to currently assumed EFS in 2027/28 and beyond in the capital programme. Work must continue between now and December to identify further opportunities to reduce spending.

15.16 Any new EFS requirement for 2027/28 will be crystalised over the coming months and built into the 2027/28 TMSS and the final budget papers considered by Cabinet and Full Council in February and March 2027. Although EFS can be funded from capital receipts it is likely that the majority, if not all, will need to be funded through borrowing.

Funding the Capital Programme

15.17 Work is underway to optimise the funding of the proposed capital programme. This will focus on limiting as far as possible the dependence on borrowing and will include maximising available external grant and external

contributions; applicability of CIL and S106; potential to apply any historic reserve balances and a detailed assessment of uncommitted capital receipts for a refreshed update of forecast receipts from April 2027.

15.18 The Corporate Director of Finance and Corporate Resources (Section 151 Officer) will assess the optimum use of these resources with the final proposals presented to Cabinet in February. The draft capital programme for 2027/28 to 2031/32 will be presented to Cabinet on 9 February 2027 before final recommendation to Full Council on 1 March and which will also include the approval of the proposed application and strategy for the use of capital receipts and the updated policy for Minimum Revenue Provision.

16 Risk Management

16.1 The Council has a risk management strategy in place and operates a risk management framework that aids decision making in pursuit of the organisation's strategic objectives, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations.

16.2 The Council recognises that there will be risks and uncertainties involved in delivering its objectives and priorities, but by managing them and making the most of opportunities it can maximise the potential that the desired outcomes can be delivered within its limited resources more effectively.

16.3 There is a need to plan for uncertainty as the future is unknown when formulating the budget. This is achieved by focussing on scenario planning which allows the Council to think in advance and identify drivers, review scenarios and define the issues using the most recent data and insight.

16.4 The Council's Corporate Director of Finance and Resources (Section 151 Officer) has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in February 2027 and will draw on independent assessments of the Council's financial resilience where available. It is critical that this report outlines the number and breadth of potential risks and uncertainties the council faces when arriving at the budget proposals.

Government Reform Landscape

16.5 **Overall landscape** - Government reforms underway and signalled, including improved multi-year funding certainty and potential new local powers, may present opportunities, but the timing, detailed design and how the costs and benefits might be distributed remain uncertain. This means there is a risk that the Council's existing funding, demand, and expenditure assumptions may need to be revised during the MTFS period.

16.6 **Local government funding -** The 2026/27 to 2028/29 Local Government Finance Settlement provides a stronger basis for planning, and the revised funding formula increased Haringey's expected resources. However, later-year allocations remain subject to confirmation and certainty beyond 2028/29 is limited. Uncertainty also remains over the longer-term implications of the business rates reset and grant consolidation.

16.7 **Adult Social Care Reforms** - The Prime Minister has committed to establishing a National Care Service in the next Parliament founded on the same principles as the NHS, where everyone contributes and everyone is covered. It will provide free personal care for older people, covering essential support such as help with bathing and using the toilet. Some existing means-tested council contributions will remain. Baroness Louise Casey's independent commission on adult social care will recommend how and when the National Care Service should be built up. Her report is due in summer 2027. Any changes could have a transformative impact on how adult social care is funded and delivered. However, these proposals remain at an early stage and their design, funding, timetable and implications for local government are not yet clear.

16.8 **SEND reform -** The extension of the Dedicated Schools Grant statutory override to March 2028 has deferred the accounting cliff edge. However, underlying SEND demand, cost and deficit pressures remain, and there is continuing uncertainty over the funding arrangements that will apply after the override ends. The 90% funding of the deficit in 2025/26 is welcomed but the 10% also equates to a pressure of £1m that will need to be funded by the Council when the override ends. The number of children with EHCP continues to rise and it has not been confirmed whether the 90% funding each year from Government will continue for 2026/27 and 2027/28. The 2026 Schools White Paper *Every Child Achieving and Thriving* and the consultation *Putting Children and Young People First* set out reform of SEND support in England. The aim is a single, inclusive education system where most children thrive in mainstream settings, with specialist support available quickly when needed.

16.9 The OBR has made specific reference to an increase in local authority borrowing with an average of £1.9 billion a year higher by 2030 compared to November 2025 and with SEND deficits forecast to reach £14 billion in 2028-29 as both the volume and unit cost of school-aged children requiring SEND support grows.

16.10 **Children's Social Care -** The children's social care reforms aim to transform the system to ensure families receive the help they need, children are safe, and care leavers have stable homes. Key changes include:

- Family Help: A single service offering support and interventions to keep families together.
- Multi-Agency Child Protection Teams: Bringing together social workers, police, health, and education professionals for enhanced safeguarding.

- Kinship Care: Strengthening support for kinship carers, with councils required to publish local kinship offers.
- Foster Care Capacity: Increasing capacity and expanding Regional Care Cooperatives to support children in care.
- Care Leavers Support: A national Staying Close offer from 2029 to assist care leavers with accommodation, employment, and healthcare up to the age of 25.

These reforms are part of a broader strategy to improve outcomes for children, young people, and families, with a focus on prevention, support, fixing the market, and key enablers like workforce investment and data sharing.

16.11 **Devolution and local revenue powers -** Government proposals to introduce an Overnight Visitor Levy could provide new local revenue-raising powers. However, the scale of any financial benefit to Haringey remains uncertain and will depend on the final legislative framework and Mayoral implementation arrangements.

16.12 **Emerging national policy -** Proposals relating to housing standards, Right to Buy, energy and welfare could affect council responsibilities, costs and demand for support.

16.13 **Wider economic conditions -** Inflation, interest rates and energy prices remain volatile, creating potential pressures on pay awards, contracts, the Council's operational estate and capital financing. National poverty rates remain persistently high, while child poverty and the severity of poverty have worsened. Haringey is the third most deprived borough in London and includes Northumberland Park, the most deprived ward in the capital. These conditions may leave the borough particularly exposed to wider economic pressures and increased demand for Council support.

Inspection and Regulation

16.14 Local Authorities are subject to increasing inspection and regulation, including by Ofsted, CQC and the Regulator of Social Housing as well as additional requirements that have emerged from the Grenfell Inquiry report. All of these could have financial implications for the Council in preparing and supporting the inspection processes as well as implementation of any recommendations. The report on the recent inspection of the Council's landlord function from the Regulator of Social Housing has now been published. Any financial implications from the recommendations will be addressed through the Housing Revenue Account Business Plan that will be presented to Cabinet in December 2026.

Economic Conditions

16.15 The Office for Budget Responsibility published the latest forecast for inflation and interest rates in October 2026 and the Council's final draft budget to Cabinet in February will reflect any change in assumptions as a result of the revised forecasts.

16.16 UK economic conditions remain mixed, with modest economic growth continuing alongside signs of persistent inflationary pressure. Employment fell for the 24th consecutive month, highlighting continued labour market weakness despite broader economic resilience. Rising energy and transport costs are increasingly being passed through to consumers and businesses.

16.17 The Bank of England maintained Bank Rates at 3.75%, although three members of the Monetary Policy Committee voted in favour of an increase at the September meeting. Whilst weaker employment data would ordinarily support a more accommodative policy stance, renewed energy-driven inflation has increased the likelihood that interest rates may remain higher for longer.

16.18 It should be noted that national inflation figures are not always reflected in cost of services, such as social care so there remain a risk that the forecast additional budget assumed in this report for pay and price is not sufficient. Volatility is likely to continue for some time from the on-going impact of the Middle East unrest and the war in the Ukraine which will impact on the Council's cost of services and supply chains.

16.19 The high cost of living continues to impact on many of our residents which results in more requiring support from the Council, particularly with housing. Since 2021 the Haringey Support Fund has provided hardship funding to more than 4,000 local residents and the HRA Tenant Hardship Fund provides one-off rent credits to tenants who have fallen into arrears. The Crisis and Resilience Fund included in the 3-year local government finance settlement can help support residents but is unlikely to be sufficient. The cost-of-living crisis is also likely to negatively impact on income collection.

Estimate of Pressures for 2027/28

16.20 The demand forecasts and other service pressures have been reviewed over the summer and where required previous estimates have been updated. These estimates have been made with reference to the 2025/26 outturn, the 2026/27 Quarter 1 forecast and external professional or sector expert advice on future demand and price changes. However, a risk remains that these are not sufficiently robust or that external factors such as the economic position alter significantly over the second part of this financial year and negatively impact on current assumptions. For this reason, assumptions will be kept under review, and amendments must be expected before the draft 2027/28 Budget and MTFS report is published in February 2027.

16.21 As highlighted elsewhere in the report, a number of the key Corporate budget items such as Concessionary Fares and the North London Wast Authority levy are dependent on the outcome of financial planning by external bodies which will not conclude until later in the year. Given their budgetary size and inability for the Council to significantly influence, this remains a key live risk.

Identifying and Delivery of Budget Reductions

16.22 This report includes details of the new savings which officers have developed and put forward to Cabinet with a recommendation to commence formal consultation.

16.23 The Council has reviewed its delivery of existing savings. Despite the additional focus that the finance recovery programme provides, non-delivery remains a key risk for the authority which has been highlighted by the Council's external auditors. Improved savings delivery is a critical element of the agreed 3-year Financial Resilience Plan. Much greater officer and cross-party member scrutiny will be applied to challenge and unblock delivery of the agreed savings programme. The financial position set out in this report assumes that all previous and current savings are delivered in full.

16.24 Should the Financial Resilience Plan actions not deliver the expected outcome there is a risk that KPMG, the council's external auditors, might conclude that further recommendations are required. The first update on progress with the Financial Resilience Plan will be reported to Cabinet in December as part of the 2026/27 Quarter 2 Finance Update report and an update on the statutory and non-statutory recommendations to Audit Committee on 3 November.

16.25 With only £7.6m new saving proposals (including management efficiencies) for 2027/28 presented for consultation, it is clear that ongoing reliance on EFS will continue.

North London Waste Authority

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

Reserves and Contingency

16.27 The Councils corporate contingency budget for 2027/28 is currently assumed at £25m, in line with 2026/27. This budget provides the Council scope to deal with any under forecast or new pressures which emerge after the budget is set.

16.28 Any use of reserves to balance the budget next year is not a viable option. The MTFS did assume a planned annual £3m replenishment of reserves to a more sustainable level from 2027/28. Replenishment means making an annual contribution to reserves included in the budget agreed in March each

year. Considering the continuing reliance on EFS, this has temporarily been removed from plans however, reinstating this must remain an aspiration.

16.29 The current reserve balances are in line with the those presented to Cabinet in July in the 2025/26 Provisional Outturn report Q1 2026-27 and therefore at this point, the estimated balances for 2027/28 and beyond remain in line with that report. The General Fund reserve is expected to be maintained at £15.2m. Any updates to the current reserve balances will be included in the Quarterly budget update reports to Cabinet during the year and the draft budget to Cabinet on 9 February 2027. Any sums identified as available to release will be required to offset the 2026/27 forecast overspend.

17 Consultation and Scrutiny

17.1 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents, businesses and partners of the draft proposals in this report.

17.2 This consultation and engagement exercise will begin following the 'Call In Period' on this report and will conclude in on 4 January 2027. The results will be taken into consideration in recommending a draft budget to Cabinet in February 2027 and then Full Council in March 2027.

17.3 There remains a significant budget gap for 2027/28 and work will continue until February 2027 particularly in refining estimated budget pressures, confirming any new management efficiencies and also the impact of any government announcements on funding.

17.4 The consultation process will focus on proposals which most directly impact residents. Responders will be able to share how they believe they could be impacted by the proposals, their views on how the council might bridge the budget gap, and what non-statutory services they want prioritised.

17.5 A more open and transparent engagement process is planned this year, including publication on CommonPlace which links into 10,000 residents, promotion through the Council's website, resident newsletters, contact centre and street screen advertising and face to face town hall events. The Council wants to ensure that it reaches as many as possible to give their views.

17.6 Statutory consultation with businesses and engagement with partners will also take place during this period and any feedback will be considered and, where agreed, incorporated into the February 2027 report.

17.7 The Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Scrutiny Panels and Overview and Scrutiny Committee in November and December 2026. The Overview and Scrutiny Committee will then meet in January 2027 to finalise its recommendations on the budget package. These will be reported to Cabinet

for their consideration. Both the recommendations and Cabinet's response will be included in the Budget report taken to Full Council in March 2027.

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

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

18.1 The Council's budget each year is the financial framework for delivering on the Corporate Delivery Plan (CDP) outcomes. The 2026/28 CDP is included as a separate agenda item for Cabinet on 10 November. This is the first report to Cabinet in preparing for the 2027/28 budget and the proposals set out in this report should be considered alongside what the Council has set out to achieve in the CDP.

19 Carbon and Climate Change

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

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

Finance

20.1 The financial planning process ensures that the Council's finances align to the delivery of the Council's priorities as set out in the Borough Vision and Corporate Delivery Plan. In addition, it is consistent with proper arrangements for the management of the Council's financial affairs and its obligation under section 151 of the Local Government Act 1972.

20.2 Ensuring the robustness of the Council's 2027/28 budget and its MTFS 2027/28 – 2030/31 is a key function for the Council's Section 151 Officer (CFO). This includes ensuring that the budget proposals are realistic and deliverable. As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.

20.3 As part of the draft budget presented to Cabinet on 9 February 2027, the Section 151 Officer will present her full Section 25 Statement on the Council's position. However, it is clear from this report that the financial position of the Council is unsustainable. With a budget gap next year of £35.4m after budget pressures have been estimated and new savings and management efficiency proposals of only £7.6m, all services must continue to review services as set

out in their Value for Money Action Plans and identify further management efficiencies that can contribute towards closing the gap for 2027/28 and reducing the reliance on EFS. Any additional proposals will be provided in the draft report to Cabinet in February 2027.

20.4 The proposals put forward in this report for consultation are those that have been identified to date by officers that are realistic and deliverable. There are a number within development that are not yet fully quantified. Some may require separate consultation in year or as part of the budget consultation for 2028/29 but it is important that implementation is not delayed because of an annual budget setting process and the Council realises any in year financial benefit.

20.5 Further work is underway to develop the delivery plan for the Income Generation priority in the Financial Resilience Plan and to quantify the impact of the review of senior management. These will further contribute towards closing the budget gap for 2027/28 and will be presented in the draft budget to Cabinet on 9 February 2027.

20.6 Discussions must also continue on the level of council tax increase that will be proposed to Full Council on 1 March 2027. This report assumes 4.99% but the Council could choose to apply to Government for a higher increase through an application for Exceptional Financial Support. Every 1% increase equates to about £1.5m of additional income to the Council to protect service delivery.

20.7 Based on the financial position and outlook for the 2027/28 budget included within this report, an increase in the need for EFS for balancing the 2027/28 is looking even more likely at this stage. However, this is not sustainable as a longer-term solution and simply adds the additional burden of higher borrowing costs onto residents of Haringey and does not align with Best Value Duty. The Council must therefore take all actions above to balance the challenging financial position with meeting the needs of Haringey's residents and consideration of non statutory services that could be de-prioritised.

Potential for Savings from 2028/29 onward

20.8 As part of the 2027/28 budget planning process officers identified three proposals that could reduce spending but require further investigation during 2027/28:

- Reduction in planning enforcement.
- Expansion of use of self service within the borough's libraries.
- The Council currently has four maintained nurseries but a business case is being developed to consider options for future service delivery.

20.9 Officers are also currently exploring new initiatives to reduce spend on temporary accommodation but which have not yet been quantified. Work will continue over the next few months to identify potential:

- Increase supply through acquisitions and Haringey Community Benefits Society lease renewals.
- Increase use of Homes for Haringey and alternative leasing vehicles.
- Develop options for longer-term leasing models to increase the availability of temporary accommodation.
- Converting suitable low-support provision into Supported Exempt Accommodation models to create cost-effective supported accommodation pathways and reduces pressure on mainstream temporary accommodation.
- Strengthening preventative services - Haringey's relatively stable numbers in temporary accommodation are largely attributable to strong prevention performance. However, Housing Needs caseloads are significantly higher than best practice recommendations and through transformation work there is opportunity to address the inequality through targeted support.

20.10 With a budget gap of £181.9m over the next five years as set out in this report, wider investment into transformation and complete service re-design is needed. Engagement with external support has commenced and will be put in place that will initially focus on demand led services but expand to all potential services over the next two years that would benefit from this approach. Any potential financial benefits are likely from 2028/29 (year 2 of the Financial Resilience Plan) and updates will be provided as part the next Medium Term Financial Strategy that will be published in March 2027 alongside the 2027/28 budget and quarterly monitoring reports during the year. Funding for this approach will be through the £4.79m that has been secured through MHCLG and an allocation of capital receipts that will be held by the Section 151 Officer for this purpose.

20.11 The Council has an unsustainably low level of reserves for managing risks and uncertainties and therefore any use of reserves is not considered an option for contributing towards closing the budget gap for 2027/28 by the Section 151 Officer. The General Fund reserve is proposed to be retained at £15.2m to manage risks and uncertainties in year but the Section 151 Officer will keep this assumption under review in the run up to preparing the full draft budget for 2027/28.

20.12 The formal Section 151 Officer assessment of the robustness of the council's budget, including sufficiency of contingency and reserves to provide against future risks will be made as part of the final budget report to Council in March 2026.

Procurement

20.13 Strategic Procurement have been consulted in the preparation of this report and will continue to work with services to support delivery of the Council's financial strategy and corporate priorities.

Director of Legal & Governance

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

20.15 This report provides an update on the Council's financial position including budget pressures, financial risks and savings proposals in preparation for the draft budget for 2027/2028, and anticipated budget pressures across the whole MTSF period for 2027 to 2032. In reviewing the council's current financial position and preparing the MTFS and budget for the next financial year, members should have regard to the statutory framework governing local authority finances and their fiduciary duties to local tax payers.

20.16 The Local Government Finance Act 1992 (the Act) places a statutory duty on local authorities to produce a balanced budget each financial year and to determine the Council Tax in accordance with this Act. Section 30 and 31A of the Act, requires the council to calculate its budget requirement and set the council tax in accordance with the statutory timetable.

20.17 Section s25 of the Local Government Act 2003, requires the section 151 Officer to report on the robustness of the estimates used in preparing the budget and the adequacy of the proposed financial reserves. The information in this report will contribute to that process and assist Members in understanding the financial challenges which will need to be addressed through the development of future budget proposals.

20.18 The council has relied on Exceptional Financial Support to deliver a balanced budget in 2025/2026. Through its Financial Resilience Plan, the council aims to reduce reliance on Exceptional Financial Support over a period of 3 years. Members must consider the longer-term impact of reliance on Exceptional financial support on borrowing, interest costs and future budgets.

20.19 The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. It is for the Cabinet to approve the proposals and submit the same to the Full Council for adoption in order to set the budget. However, the setting of rents and service charges for Council properties is an Executive function to be determined by the Cabinet.

20.20 In considering this report, and developing and consulting upon budget proposals the council must comply with the Public Sector Equality Duty contained in 149 of the Equality Act 2010.

Equality

20.21 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

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

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

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

20.24 This report details the agreed budget proposals for 2027/28 and MTFS to 2030/31, including budget adjustments and update on the capital process.

20.25 The proposed recommendation is for Cabinet to note the budget proposals and agree to commence consultation with residents, businesses, partners, staff and other groups on the 2027/28 Budget and MTFS. The decision is recommended to comply with the statutory requirement to set a balanced budget for 2027/28 and to ensure the Council's finances on a medium-term basis are secured through the four-year Medium-Term Financial Strategy.

20.26 Existing inequalities have widened in the borough in recent years because of the COVID-19 pandemic, national economic challenges, and persistently high inflation, with adverse impacts experienced by protected groups across

many health and socioeconomic outcomes. Due to high inflation in the last few years, many residents are finding themselves less well off financially and more are experiencing, or on the periphery of, financial hardship and absolute poverty. Greater socioeconomic challenge in the borough drives demand for the Council's services, which is reflected in the impacts on spend for adult social care, children's services and temporary accommodation detailed elsewhere in this report.

20.27 During the proposed consultation on Budget and MTFS proposals, there will be a focus on considering the implications of the proposals on individuals with protected characteristics, including any potential cumulative impact of these decisions. Responses to the consultation will inform the final package of savings proposals presented in February 2027.

20.28 At this stage, the assessment of the potential equalities impacts of decisions is high level and, in the case of many individual proposals, has yet to be subjected to detailed analysis. This is a live process, and as plans are developed further, each service area will assess their proposal's equality impacts and potential mitigating actions in more detail.

20.29 Initial Equality Impact Assessments for relevant savings proposals will be published in February 2027 and reflect feedback regarding potential equality impacts gathered during the consultation, where proposals are included. If a risk of disproportionate adverse impact for any protected group is identified, consideration will be given to measures that would prevent or mitigate that impact. Final EQIAs will be published alongside decisions on specific proposals. Where there are existing proposals on which decisions have already been taken, existing Equalities Impacts Assessments will be signposted.

21 Use of Appendices

Appendix 1 Agreed Pressures
Appendix 2 Agreed Savings
Appendix 3 New Pressures Proposals
Appendix 4 New savings proposals for consultation (Appendix 4a to 4k New savings proposals for consultation further details)

22 Background papers

March 2026 Budget Report
2027/28 Treasury Management Strategy Statement
Chancellor's Autumn Statement

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Appendix 1 – Service and Corporate Pressures Agreed in Previous Budget Reports

Summary

Directorates	2027/28	2028/29	2029/30	2030/31	2031/32	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	1,772	1,607	1,680	-	-	**5,059**
Adult & Social Services	7,210	7,200	6,920	-	-	**21,330**
Housing Demand	2,000	2,000	1,000	-	-	**5,000**
Culture, Strategy and Communities	(1,146)	98	98	1,230	-	**280**
Environment & Resident Experience	423	(2,000)	-	-	-	**(1,577)**
Finance & Resources	-	-	-	-	-	**-**
Corporate Budgets	54,603	70,976	83,263	81,743	-	**290,585**
Total	**64,862**	**79,881**	**92,961**	**82,973**	**-**	**320,677**

Children's Services

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Reduction in the funding for running costs for Rising Green Youth Hub		(165)				(165)	CYPS
Home School Transport – additional demand and price	599	636	566			1,801	CYPS
Increase in the children's social care placements costs	1,521	1,031	1,062			3,614	CYPS
Increase in demand for Education, Health and Care plans (EHCPS).	52	105	52			209	CYPS
Removal of funding for Safety Valve Delivery Team	(400)					(400)	CYPS
Overall Total	**1,772**	**1,607**	**1,680**			**5,059**	

Adult Social Care

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Increase support needs due to increase acuity or complexity of support needs	7,210	7,200	6,920			21,330	Adults and Health
Overall Total	**7,210**	**7,200**	**6,920**			**21,330**	

Housing Demand

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Increase in demand and price paid for temporary accommodation	2,000	2,000	1,000			5,000	HP&D
Overall Total	**2,000**	**2,000**	**1,000**			**5,000**	

Culture, Strategy and Communities

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Reversal of the budget for 2026 Local Elections	(1,230)			1,230		-	O&S
Reduction in the charge to the HRA for HR support reflecting change in requirements and support provided.	75	75	75			225	O&S
Human Resources contract inflation and Disclosure Barring Service (DBS) increases	22	22	22			66	O&S
Increasing cost of Copyright Licensing authority license	1	1	1			3	O&S
Reversal of the additional budget required in 2026/27 in libraries following revised council policy on weekend pay enhancements	(14)					(14)	O&S
Overall Total	**(1,146)**	**98**	**98**	**1,230**		**280**	

Environment & Resident Experience

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Adjustments to the Housing Benefits budget	803	(2,000)				1,197	O&S
Reversal of budgets for additional staffing capacity within customer services pending the introduction of digital technology – this is being reviewed in light of the customer services transformation plan being developed.	(380)					(380)	O&S
Overall Total	**423**	**(2,000)**				**(1,577)**	

Corporate Budgets

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Assumed replenishment of Budget Planning Reserve and Reversal of 25/26 drawdown from Collection Fund Smoothing reserve	3,000					3,000	O&S
Capital financing (borrowing costs) increase – assumed in previous years budgets	2,360	2,000	2,000	-		6,360	O&S
General Fund Interest on borrowing (Capital programme)	17,498	20,873	26,384	31,207		95,962	O&S
General Fund Interest on borrowing (EFS)	7,902	9,427	11,916	14,093		43,338	O&S
Minimum Revenue Provision (Capital programme and EFS)	(873)	1,127	2,127	6,127		8,510	O&S
Public Finance Initiative / Lease Minimum Revenue Provision	(12,300)	(900)	(1,000)	-		(14,200)	O&S
Total increase for forecast Pay Inflation at 3.5%	5,204	4,337	4,337	4,337		18,214	O&S
Total increase for forecast Price Inflation – average of 5%	1,500	1,526	1,552	1,578		6,156	O&S
Increased General Contingency to mitigate future unknown pressures on the advice of the Section 151 Officer	25,000	25,000	25,000	10,000		85,000	O&S
Concessionary Fares – Increase in Haringey's contribution	2,729	3,928	5,211	6,583		18,452	O&S
Increase in banking charges as the Council increases use of card payments and to address a historic shortfall on the budget	360	389	419	449		1,617	O&S
Increase/(reduction) in other subscription costs – 2.5% increase assumed	(49)	(38)	(27)	(15)		(129)	O&S
Legacy pension inflation costs	71	71	71	71		285	O&S
North London Waste Authority levy – 2.5% increase assumed from 2027/28	1,099	3,099	5,099	7,099		16,396	O&S
Other London Wide Levies – 2.5% increase assumed	101	137	174	213		625	O&S
Provision for increase costs of operational property	1,000					1,000	O&S
Overall Total	**54,603**	**70,976**	**83,263**	**81,743**		**290,585**	

Appendix 2 – Savings and Management Actions Agreed in Previous Budget Reports

Summary

Directorates	2027/28	2028/29	2029/30	2030/31	2031/32	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	(466)	(183)				**(648)**
Adult & Social Services	(1,977)	(2,395)				**(4,372)**
Housing Demand	(2,222)	(512)	(490)			**(3,224)**
Culture, Strategy and Communities	(124)	(125)				**(249)**
Environment & Resident Experience	(1,227)	(1,136)	(250)			**(2,613)**
Finance & Resources	(3,260)	(2,885)				**(6,145)**
Corporate Budgets	(3,565)					**(3,565)**
Total	**(12,841)**	**(7,236)**	**(740)**			**(20,816)**

Children's Services

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Scrutiny Panel
Agreed Savings	Care Leavers Accommodation	(31)					(31)	CYPS
Agreed Savings	Introducing specialist foster carer allowances to attract and increase number of foster carers	(70)	(20)				(90)	CYPS
Agreed Savings	Review of John La Rose Bursary	(15)					(15)	CYPS
Agreed Savings	Staff savings from a restructure of management across the Directorate	(300)					(300)	CYPS
Agreed Savings	Youth Services reduction	(50)	(50)				(100)	CYPS
Agreed Savings Total		**(466)**	**(70)**				**(536)**	
Agreed Management Efficiencies Total			(113)				(113)	
Overall Total		**(466)**	**(183)**				**(648)**	

Adult & Social Services

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Scrutiny Panel
Agreed Savings	Connected Care Service Review	(35)					(35)	Adults and Health
Agreed Savings	Day Opportunities - undertake a commissioning review of the current range and type of day opportunities available to eligible Haringey residents and their carers.	(300)	(450)				(750)	Adults and Health
Agreed Savings	Development and implementation of the Community Support model	(250)	(250)				(500)	Adults and Health
Agreed Savings	Transitions to Adulthood – supporting young people transition into adult services with a focus on independence.	(724)	(1,220)				(1,944)	Adults and Health
Agreed Savings Total		**(1,309)**	**(1,920)**	**-**	**-**	**-**	**(3,229)**	
Agreed Management Efficiencies Total		**(668)**	**(475)**				**(1,143)**	
Overall Total		**(1,977)**	**(2,395)**				**(4,372)**	

Housing Demand

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Scrutiny Panel
Agreed Savings	Housing Related Support and Support Accommodation Commissioning efficiencies and the rationalisation of pathways for housing related supported and supported accommodation. As we move through the commissioning lifecycle there is an opportunity to consolidate contracts and service provision leading to contract savings. This proposal assumes savings of 10-15% applied as contracts are re-procured	(380)					(380)	HP&D
Agreed Savings	Savings on the incentive payments to increase and retain Private Sector Lease stock for use as Temporary Accommodation	(542)	(512)	(490)	-		(1,544)	HP&D
Agreed Savings	More Cost-Effective Sources of Temporary Accommodation - The delivery of this saving is through the combination of a number of initiatives to reduce the overall cost of homes secured for temporary accommodation and to increase the amount of Local Housing Allowance recouped by the Council. Key initiatives to reduce our reliance on expensive nightly-paid accommodation include entering into longer term leases for properties; delivering a housing acquisition programme of 250 homes per annum and modernising the Council's rent setting policy for TA to ensure the Council is maximising the amount that it is legally entitled to recouped within housing benefit rules.	(1,300)					(1,300)	HP&D
Overall Total		**(2,222)**	**(512)**	**(490)**	**-**		**(3,224)**	

Culture, Strategy and Communities

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Scrutiny Panel
Agreed Savings	Culture - Commissioning & grants reduction	(100)	(125)				(225)	CCSE
Agreed Management Efficiencies Total		**(24)**					**(24)**	CCSE
Overall Total		**(124)**	**(125)**				**(249)**	

Environment & Resident Experience

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Scrutiny Panel
Agreed Savings	Convert Markfield sports area to 3G AWP and establish a further AWP at another site	(35)					(35)	CCSE
Agreed Savings	Crematorium Lease and Parks Property increases	(19)	(19)				(38)	CCSE
Agreed Savings	Leisure centre savings and increased income through delivery of commercialisation plan following insourcing		(250)	(250)			(500)	CCSE
Agreed Savings	New River Sports Centre - cost reductions	(26)	(17)				(43)	CCSE
Agreed Savings	New Traffic Schemes	(250)					(250)	CCSE
Agreed Savings	Parks and Leisure income/efficiencies improvements	(25)					(25)	CCSE
Agreed Savings	Private sector Housing Compliance income	(13)					(13)	CCSE
Agreed Savings	Purchase large mowing equipment and utility vehicles which have traditionally been hired on a seasonal basis.	(20)					(20)	CCSE
Agreed Savings	Waste Minimisation - savings to the NLWA levy contribution rate and operational savings following the current contract retender (excluding any impact from the new waste facility)	(850)	(850)				(1,700)	CCSE
Agreed Savings Total		**(1,238)**	**(1,136)**	**(250)**			**(2,624)**	
Agreed Management Efficiencies Total		**11**					**11**	
Overall Total		**(1,227)**	**(1,136)**	**(250)**			**(2,613)**	

Finance & Resources

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Scrutiny Panel
Agreed Savings	Asset Management - Continuation of current projects to review all rent and lease agreements within the commercial portfolio and a further reduction in operational sites for the delivery of Council services. Savings will be generated through increased rental income and capital receipts from the routine disposal of sites which will reduce the need for borrowing to deliver the capital programme.	(300)					(300)	CCSE
Agreed Savings	Increase income from the commercial portfolio estate	(100)	(75)				(175)	CCSE
Agreed Savings	Property disposals of surplus assets that generates one-off Capital receipts to reduce borrowing costs on the capital programme		(335)				(335)	CCSE
Agreed Savings	Property project to maximise asset efficiency and develop a disposal pipeline	(635)	(275)				(910)	CCSE
Agreed Savings	Digital Transformation – improvement in processes and technology which will lead to reductions in staffing and contract spend. These savings will ultimately be allocated out to the relevant services through the Service Modernisation Programme. *The £2m 2026/27 savings have now been re-profiled into 2028/29*.	(2,000)	(2,000)				(4,000)	CCSE
Agreed Savings	London Construction Partnership – increase in income from increased activity	(225)	(200)				(425)	CCSE
Overall Total		**(3,260)**	**(2,885)**				**(6,145)**	

Corporate Budgets

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Scrutiny Panel
Agreed Savings	Enabling Services Review - This proposal will review staff who provide enabling services support to the organisation to develop new delivery models that will reduce duplication across services and ensure efficient support to all frontline services across the organisation and is the increased saving on 2025/26.	(500)					(500)	O&S
Agreed Savings	Increased income generated through additional income opportunities across services over and above that which is assumed within service budgets.	(5)	-	-	-		(5)	O&S
Agreed Savings	Procurement and Contract Management - This project will be delivered as two workstreams. Workstream 1 will review all existing contracts to ensure value for money. Workstream 2 will put in place increased governance to ensure that for all new contracts all commissioning options have been considered, outcomes for residents offer value for money and are affordable and improve contract management arrangements of suppliers. This is the increased saving on 2025/26.	(3,000)					(3,000)	O&S
Agreed Savings Total		**(3,505)**	**-**	**-**	**-**		**(3,505)**	
Agreed Management Efficiencies Total		**(60)**					**(60)**	
Overall Total		**(3,565)**	**-**	**-**	**-**		**(3,565)**	

Appendix 3 – New Service and Corporate Pressures 2027/28 to 2031/31

Summary

Directorates	2027/28	2028/29	2029/30	2030/31	2031/32	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	5,063	-	-	-	-	**5,063**
Adult & Social Services	8,861	4,779	12,513	-	-	**26,153**
Housing Demand	11,374	41	43	-	-	**11,458**
Culture, Strategy and Communities	300	118	48	26	1	**494**
Environment & Resident Experience	1,968	252	261	39	40	**2,560**
Finance & Resources	745	17	(497)	-	-	**265**
Corporate Budgets	(24,427)	(25,079)	(24,976)	(9,841)	6,261	**(78,061)**
Total	**3,884**	**(19,871)**	**(12,608)**	**(9,775)**	**6,302**	**(32,069)**

Children's Services

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Early Help Locality Model – increased Early Help Practitioner capacity	220	-	-	-	-	220	CYPS
Extension of Steps to Adulthood Programme Team	1,300	-	-	-	-	1,300	CYPS
Extension of the Children's Services Programme Management Office team, also supporting delivery of Commissioning Modernisation Programme	312	-	-	-	-	312	CYPS
Increase in children social care placements costs – demand and price	2,675	-	-	-	-	2,675	CYPS
Home to School Transport – increase in costs due to a change in responsibilities for LAs and funding of children in care who are placed out of borough	556	-	-	-	-	556	CYPS
Overall Total	**5,063**	**-**	**-**	**-**	**-**	**5,063**	

Adult Social Care

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Adult Social Care placement costs increase due to demand	6,124	4,779	12,513	-	-	23,416	Adults and Health
Adult Social Care placement costs increase due to inflation	2,737	-	-	-	-	2,737	Adults and Health
Overall Total	**8,861**	**4,779**	**12,513**	**-**	**-**	**26,153**	

Housing Demand

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
High Cost Move on from Temporary Accommodation (TA) - investment required to deliver management efficiency	318	-	-	-	-	318	HP&D
Increase in demand and price of temporary accommodation	2,410	-	-	-	-	2,410	HP&D
Income recovery services costs and building capacity in the Rehousing Service	755	22	23	-	-	800	HP&D
Unavoidable consequence of increasing Temporary Accommodation income due to increased demand as well as increases in rent collection. This results in Housing Benefit Subsidy loss increases due to: • Housing Benefit subsidy calculations remain subject to statutory caps and restrictions. • The Department for Work and Pensions does not reimburse the full Temporary Accommodation rent charged by the Council. • As rents increase, the subsidy shortfall also increases. • Higher rents therefore generate both additional income and additional subsidy costs.	7,741	19	20	-	-	7,780	HP&D
Legal charges increase	150	-	-	-	-	150	HP&D
Overall Total	**11,374**	**41**	**43**	**-**	**-**	**11,458**	

Culture, Strategy and Communities

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Human Resources Contracts - increased inflation costs	9	10	1	1	1	22	O&S
Increase in resourcing in the Coroners Court	35	-	-	-	-	35	O&S
Metropolitan Police Service Coroners Officers transfer to the Council	4	21	25	51	-	102	O&S
Electoral Registration capacity during major electoral events	18	31	(23)	(26)	-	-	O&S
Electoral Services - increased postal costs	3	36	45	-	-	84	O&S
Correction of current shortfall in budget requirement for the Leaders Office	47	-	-	-	-	47	O&S
Libraries – correction of current staffing budget pressure	87	-	-	-	-	87	CCSE
Libraries - increase in Digital Infrastructure and Technology costs	97	-	-	-	-	97	CCSE
Forecast increase in subscription fee for Central London Forward	-	20	-	-	-	20	O&S
Overall Total	**300**	**118**	**48**	**26**	**1**	**494**	

Environment & Resident Experience

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Increased capacity in Council Tax team to maintain service levels and responses in a timely manner	427	-	-	-	-	427	O&S
Anti-Social Behaviour & Enforcement Team increased costs due to increase in activity	176	-	-	-	-	176	CCSE
Loss of income from Government cap introduced at £100 for court costs (loss of £32)	300	-	-	-	-	300	CCSE
Maintenance for redeployable cameras for fly tipping	36	37	38	38	39	188	CCSE
Contractual increases for Stray Dogs contract	16	1	1	1	1	20	CCSE
Correction for unachieved assumed additional income from HGVs	90	-	-	-	-	90	CCSE
Royal mail postage and printing increase for parking correspondence	374	60	63	-	-	497	CCSE
Harmonisation costs for leisure workforce	149	154	159	-	-	462	CCSE
Income lost from outstanding property leases within Active Wellbeing – this will be short term as the Council continues to work through backlog of rent and leases.	200	-	-	-	-	200	CCSE
Correction for events income previously assumed in parks (excluding Finsbury Park)	200	-	-	-	-	200	CCSE
The Resident Support Service is an area where the Council has historically made large cost savings without introducing the digital infrastructure that will move digitally-able customers away from telephones and face to face, onto online access. The consequence is an extremely poor experience for residents wanting to access some of our core services. The service will therefore need additional funding in 2027/28. The precise requirement is being developed and will be set out in the February budget papers.	TBC	TBC	TBC	TBC	TBC		
Overall Total	**1,968**	**252**	**261**	**39**	**40**	**2,560**	

Finance and Resources

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Audio and Video support for Civic Centre - fixed on site team to support the corporate events and external events in addition to standard support required	230	-	-	-	-	230	O&S
Increased costs of Civico Public Webcasting Platform	35	-	-	-	-	35	O&S
Cost of holding 48 Station Road, Alexandra House and River Park House void properties until 2029	480	17	(497)	-	-	-	CCSE
Overall Total	**745**	**17**	**(497)**	**-**	**-**	**265**	

Corporate Budgets

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Removal of Assumed replenishment of Budget Planning Reserve and Reversal of 25/26 drawdown from Collection Fund Smoothing reserve	(3,000)					(3,000)	O&S
Adjustments for forecast Pay Inflation - 3.5% in 2027/28 and 3% 2028/29 onwards	(1,369)	(387)	(268)	(146)	4,316	2,145	O&S
Total increase for forecast Price Inflation – average of 15%	1,217	308	292	306	1,945	4,067	O&S
Reduction in General Fund contingency requirement - to be maintained at £25m	(21,274)	(25,000)	(25,000)	(10,000)		(81,274)	O&S
Overall Total	**(24,427)**	**(25,079)**	**(24,976)**	**(9,841)**	**6,261**	**(78,061)**	

Appendix 4 – Proposed New Savings and Management Actions - 2027/28 to 2031/31

Summary – this appendix sets out the detail of the savings that will be published for consultation with reference to a one page summary in appendices 4a to 4k.

Management Actions are not subject to consultation and are shown as a single line. Further details on the breakdown of management actions is set out in Table 7 of the main report.

Directorates	2027/28	2028/29	2029/30	2030/31	2031/32	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	-	-	-	-	-	-
Adult & Social Services	(500)	(750)	-	-	-	**(1,250)**
Housing Demand	(642)	-	-	-	-	**(642)**
Culture, Strategy and Communities	(55)	(25)	(180)	-	-	**(260)**
Environment & Resident Experience	(140)	(726)	(195)	(110)	-	**(1,171)**
Finance & Resources	-	-	-	-	-	-
Corporate Budgets	-	-	-	-	-	-
Management Actions	**(6,272)**	**(3,465)**	**(1,815)**	**(50)**	-	**(11,602)**
Total	**(7,609)**	**(4,966)**	**(2,190)**	**(160)**	-	**(14,925)**

Housing Demand

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	Appendix 4 Ref	O&S Scrutiny Panel
New Savings proposal	Proposal to Remove Funding for the Floating Support Service	(477)	-	-	-	-	(477)	4a	HP&D
New Savings proposal	Removing General Fund Expenditure on Ethnic Minority Grants	(165)					(165)	4b	HP&D
Overall Total		**(642)**					**(642)**		

Adult Social Care

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	Appendix 4 Ref	O&S Scrutiny Panel
New Savings proposal	Practice Improvement to Ensure Care Packages are Outcome-Focused, Proportionate and Deliver Best Value for Residents. This approach supports regular review of Direct Payments, complex care arrangements, double-handed care and waking night provision to ensure support remains aligned to assessed need, promotes independence and achieves best value from available resources.	(500)	(750)	-	-	-	(1,250)	4c	Adults and Health
New Savings Total		**(500)**	**(750)**	**-**	**-**	**-**	**(1,250)**		

Culture, Strategy and Communities

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	Appendix 4 Ref	O&S Scrutiny Panel
New Savings Proposal	Cease the design and print of Haringey People magazine	(35)	0	0	0	0	**(35)**	4d	O&S
New Savings Proposal	Phased reduction of grant to Alexandra Palace	(20)	(25)	(180)	0	0	**(225)**	4e	CCSE
New Savings Proposals Total		**(55)**	**(25)**	**(180)**	**-**	**-**	**(260)**		

Environment & Resident Experience

Type	Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	Appendix 4 Ref	O&S Scrutiny Panel
New Savings Proposal	Review of operating models for the Broadwater Farm Community Centre leisure spaces	0	(75)	(75)	0	0	**(150)**	4f	CCSE
New Savings Proposal	Outsourcing of the Council run Leisure Centres to a specialist provider	0	(135)	(75)	0	0	**(210)**	4g	CCSE
New Savings Proposal	Introduction of new parking options either through the expansion of CPZs, where local support is significant, or through new locations with paid for parking bays. All income related to this proposal is ringfenced and would be used to offset operating costs of the schemes or spent on items outlined within the relevant legislation.	(140)	(103)	(45)	(110)	0	**(398)**	4h	CCSE
New Savings Proposal	Introduction of a surcharge for high volume requests for paper visitor permits to encourage expansion of Digital Parking permits and vouchers	0	(10)	0	0	0	**(10)**	4i	CCSE
New Savings Proposal	Introduction of a Workplace Parking Levy - would apply to employers in the borough with more than 11 parking spaces to encourage less non-essential private car travel.	0	(88)	0	0	0	**(88)**	4j	CCSE
New Savings Proposal	Introduction of surcharges to pay and display and visitor voucher tariffs for larger and more polluting vehicles.	0	(315)	0	0	0	**(315)**	4k	CCSE
New Savings Proposals Total		**(140)**	**(726)**	**(195)**	**(110)**	**-**	**(1,171)**		

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Appendix 4a

Title of Proposal (For Public use):	Proposal to Remove Funding for the Floating Support Service from April 2027		
Directorate	Adults, Housing and Health	**Responsible Director/Assistant**	Maddie Watkins
Cabinet Member	Cllr Tammy Hymas	**Scrutiny Committee**	Housing Scrutiny
Affected Service:	Housing Demand - Housing Related Support	**Contact / Lead Officer:**	Zahra Maye

Value of the budget impacted	£7,573,410
Saving for Consultation or a Management Action?	Consultation
Does this deliver on one of the eight priorities?	Housing
Type of Saving	Service Stopping

The Council currently allocates funding to the Floating Support Service, which provides housing-related support to residents with eligible needs. The current contract for the service is due to end in March 2027.
As part of the Council's budget planning process, approval is being sought to remove the budget currently allocated to this service from April 2027 onwards. If approved, funding for the Floating Support Service would cease from April 2027.
A review of service activity identified that a significant proportion of presenting needs relate to welfare benefits, debt, housing advice, disability support and homelessness prevention. These are areas where the Council already commissions substantial provision through the wider Information, Advice and Guidance network and specialist commissioned services. The review therefore concluded that many residents currently supported through the generic floating support pathway could access alternative forms of support through existing commissioned provision, with specialist interventions remaining available where required although these support mechanisms.
Separate to this proposal, the Council will undertake a wider review of Information, Advice and Guidance (IAG) and housing-related support provision to consider future service needs, priorities and commissioning arrangements across the borough. This review will inform future decisions regarding service delivery and any subsequent procurement activity.
The proposal therefore represents the most sustainable option for delivering the required savings while retaining a range of support options within the borough.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
End of Riverside Supported Housing Contract	(477)					(477)
New Total net additional savings (shown as negative)	**(477)**	**0**	**0**	**0**	**0**	**(477)**

Initial One-Off Investment Revenue Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total			-	-	-	-

Initial One-Off Investment Capital Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total FTEs**
Nos (FTEs)						

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	Yes	**Details**	Possible extension of the Riverside Supported Housing Contract in March 2027 - March 2028, vary contracts and give notice
Are there any other interdependencies?	No	**Details**	
Are there any other interdependencies?	No	**Details**	

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	n/a	Est. completion date for implementation *DD/MM/YY*	4/1/2027
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?	N		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Reputational damage	H		
Insufficient capacity to deliver transformation savings	H		Secure sufficient transformation and commissioning capacity to deliver planned savings and service redesign.
Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool			No
What mitigations will be taken to minimise negative equality impacts (if relevant)?			
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2			Yes

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Appendix 4b

Title of Proposal (For Public use):	Removing General Fund Expenditure on Ethnic Minority Grants		
Directorate	Adults, Housing and Health	**Responsible Director/Assistant**	Maddie Watkins
Cabinet Member	Cllr Tammy Hymas	**Scrutiny Committee**	Housing Scrutiny
Affected Service:	Housing Demand - Housing Related Support	**Contact / Lead Officer:**	Zahra Maye

Value of the budget impacted	£7,573,410
Saving for Consultation or a Management Action	Y
Does this deliver on one of the eight priorities?	Housing
Type of Saving	Service Stopping

This proposal to cease the Council's General Fund contribution to the Ethnic Minority Grants programme has been brought forward as part of the wider requirement to deliver significant savings through contract efficiencies across Housing Related Support.

The Ethnic Minority Grants programme has historically provided £270,000 per annum of funding to six voluntary and community sector organisations delivering culturally specific advice, advocacy and wellbeing support. The programme was historically jointly funded through £165,000 from Housing Related Support and £105,000 from the Resettlement Service. However, due to reductions in central government funding, the Resettlement Service has confirmed that it can no longer maintain its previous level of contribution. Continuing the grants at their previous level would therefore require a substantial increase in General Fund subsidy at a time when the Council is facing significant financial pressures.

The current grants programme ended in July 2026 and this proposal would remove the general fund budget for the programme for future years. The service has worked in partnership with the previous providers to offer support to explore alternative funding sources, including the Ending Homelessness grant programme.

The grants were previously awarded for a fixed two-year period and have now come to their natural end. The Council recognises that the funded organisations have delivered positive outcomes for residents, including housing advice, homelessness prevention, welfare support and advocacy. The decision is therefore not a reflection of service quality or provider performance. Rather, it reflects the difficult choices required to ensure the overall sustainability of service offer and the need to prioritise available resources towards statutory obligations and areas of greatest strategic impact for our most vulnerable residents. Whilst the provision was noted to deliver positive outcomes, there are concerns that the existing funding model does not consistently align with need:
1) Over-representation of some communities within homelessness cohorts
2) Under-representation at the statutory front door
3) Limited assurance that funding is reaching those experiencing the highest levels of unmet need
4) Many interventions were assistance in completing referrals into Housing services, rather than directly delivered interventions.

The potential impact of ending the grants has been carefully considered through an Equality Impact Assessment. Residents will continue to have access to a range of commissioned information, advice and guidance services that provide preventative support and diversion away from crisis intervention and this proposal should also be viewed alongside broader transformation activity across Housing Demand where significant investment and programme activity is underway to reduce temporary accommodation use, improve move-on opportunities, strengthen homelessness prevention, and improve access to housing services. These improvements are intended to address some of the underlying issues that have historically driven demand for advocacy and support from grant-funded organisations. If any new grant funding becomes available the service will consider if it could be used to support commissioning models that are more needs-based, outcomes-focused and aligned to identified gaps in provision.

This proposal to remove the budget for the ethnic minority grants programme would deliver a recurring saving of £165,000 per annum to the council's general fund.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
GF Contribution to Ethnic Minorities Grant	(165)					(165)
New Total net additional savings (shown as negative)	**(165)**	**0**	**0**	**0**	**0**	**(165)**

Initial One-Off Investment Revenue Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total			-	-	-	-

Initial One-Off Investment Capital Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total FTEs**
Nos (FTEs)						

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	No	**Details**	
Are there any other interdependencies?	Yes	**Details**	Resettlement Service manages their proportion of the grant contribution via the grants they receive.
Are there any other interdependencies?	No	**Details**	

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	n/a	Est. completion date for implementation *DD/MM/YY*	4/1/2027
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?	N		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Reputational damage	H		
Insufficient capacity to deliver transformation savings	H		Secure sufficient transformation and commissioning capacity to deliver planned savings and service redesign.
Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool			No
What mitigations will be taken to minimise negative equality impacts (if relevant)?			HRS will work with the Resettlement service as well as current providers to help source external grant funding to mitigate any loss in funding from the council
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2			Yes

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Appendix 4c

Title of Proposal (For Public use):	Practice Improvement (Review of Direct Payments, Complex Cases, Double-Handed Care and Waking Nights)		
Directorate	Adults, Housing and Health	**Responsible Director/Assistant**	Jo Baty
Cabinet Member	Cllr Tehseen and Cllr Ward	**Scrutiny Committee**	Adults and Health
Affected Service:	Practice Improvement (Review of Direct Payments, Complex Cases, Double-Handed	**Contact / Lead Officer:**	Richard Stevenson

Value of the budget impacted	£154,058m (Placements Budget)
Saving for Consultation or a Management Action	Y
Does this deliver on one of the eight priorities?	Cross Council Income Generation and Collection
Type of Saving	Efficiency

This cost avoidance proposal seeks to establish a robust framework and supporting processes that enable Adult Social Care frontline practitioners and social workers to systematically review, challenge and optimise care and support arrangements. The programme will focus on ensuring that care packages remain proportionate, outcome-focused and strengths-based, while maximising independence, improving value for money and reducing reliance on high-cost provision.

The proposal will support practitioners to:
-Introduce and embed a systematic review programme to ensure care packages remain proportionate, outcome-focused and strengths-based.
-Increase the appropriate use of Direct Payments to maximise service user choice, control and cost-effectiveness.
-Review high-cost care packages, complex placements, double-handed care arrangements and waking night support to identify opportunities for alternative and more sustainable models of support.
-Strengthen professional challenge, quality assurance and decision-making through multidisciplinary reviews and enhanced oversight.
-Deliver cost avoidance and sustainable savings through package optimisation, improved independence and a reduction in dependence on restrictive or high-cost services.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
New net additional savings (shown as negative)	**-500**	**-750**	**0**	**0**	**0**	**-1,250**

Initial One-Off Investment Revenue Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total TBD as dependent on Legal advice	-	-	-	-	-	-

Initial One-Off Investment Capital Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	No	**Details**	Changes to financial assessment systems, letters, online information and reporting.
Is there a Property interdependency?	No	**Details**	None identified.
Is there a Procurement interdependency?	No	**Details**	None identified at this stage.
Are there any other interdependencies?	No	**Details**	Legal, Finance, Communications, Equalities, Benefits and Customer Services input will be needed.
Are there any other interdependencies?	Yes	**Details**	Close working with social work, financial assessments, welfare benefits, advocacy, health ,carers and commissioned

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	01/10/2026	Est. completion date for implementation *DD/MM/YY*	30/06/2027
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?	No. Consultation and Member decisions are required before implementation.		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Income is lower or later than planned, or demand for DRE assessments is higher than	H	M	Use the £2.3m prudent net target, monitor delivery monthly and put enough assessment capacity in place before go-live.
The additional resource is not in place in time, or its cost reduces the net saving more	M	M	Confirm and cost the three-FTE model before the final decision, recruit or redeploy early, and monitor gross income,
Legal challenge or consultation does not meet the required standard.	H	M	Take legal advice, run a clear 12-week consultation and show how responses and the EqIA have shaped the final decision.

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all proposals at Stage 1. EqIA Screening Tool	In Progress A full EqIA is being prepared alongside the consultation and final decision report.
What mitigations will be taken to minimise negative equality impacts (if relevant)?	Accessible consultation, advocacy and welfare benefits support; fresh financial assessments; individual DRE claims;
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	Yes

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Appendix 4d

Title of Proposal (For Public use):	Two options for reducing costs for the design and print of Haringey People		
Directorate	Culture, Strategy and Communities	**Responsible Director/Assistant**	Claire McCarthy
Cabinet Member	Leader	**Scrutiny Committee**	Overview & Scrutiny Committee
Affected Service:	Communications	**Contact / Lead Office**	Claire Powers and Eleri Salter

Value of the budget impacted	£60k
Saving for Consultation or a Management Action?	Y
Does this deliver on one of the eight priorities?	
Type of Saving	Service Reduction

Currently Haringey People magazine costs approximately £20k per edition to print and deliver to everyone household. This is met from the communications budget. This is a net cost which is reduced from the full cost by the advertising space sold in the magazine of approx £6k per edition. The current budget is based on three editions per year. There are two options proposed. One option is to move to a community distribution model for Haringey People magazine which would remove the costs of borough wide distribution to every household. In this model a smaller number of hard copies would be distributed via libraries, community centres and customer services. This would save approximately £35k a year. Ceasing the design, printing and delivery of the magazine althogether would not only reduce revenue spending by £60k but also reduce the workload on communications staff in commissioning, writing and editing the magazine. This is resource that could then be re-allocated to other communications activites and priorities. We already have a weekly digital newsletter - Haringey People Xtra - which we will continue to encourage residents to sign up for as an alternative as well as a wealth of other communications activities and channels - albeit that they are primarily digital in nature. The maximum saving here is £35k due to £24k already earmarked as a saving for next year in a previous budget round.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
New net additional savings (shown as negative)	(35)	0	0	0	0	(35)

Initial One-Off Investment Revenue Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	-	-	-	-	-	-

Initial One-Off Investment Capital Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total FTEs**
Nos (FTEs)	-	-	-	-	-	-

Interdependencies

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

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	2027/28
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?			

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
joh			
Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool			
What mitigations will be taken to minimise negative equality impacts (if relevant)?			There are risks that residents who are digitally excluded with see a reduction in information being proactively provided
Is +B2:L61a full EqIA required? Full EqIAs to be undertaken at Stage 2			Yes

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Appendix 4e

Title of Proposal (For Public use):	Phased reduction of grant to Alexandra Palace		
Directorate	Culture, Strategy & Communities	**Responsible Director/Assistant**	Kenneth Tharp
Cabinet Member	Cllr Erin Wolson	**Scrutiny Committee**	
Affected Service:	Culture, Museum & Archives	**Contact / Lead Officer:**	

Value of the budget impacted	£1.75m
Saving for Consultation or a Management Action?	Y
Does this deliver on one of the eight priorities?	
Type of Saving	Efficiency

There are pre-agreed reductions in grant to Alexandra Palace of £100k in 2027/28 and £125k in 2028/29. This proposal is for small uplifts to these targets, along with a new target for 2029/30. Overall, a phased reduction in the Alexandra Palace Grant is proposed, totalling:
2027/28 £120k
2028/29 £150k
2029/30 £180k

For many years the Council has given a revenue grant of £1.75m to Alexandra Palace to support its basic running costs. The grant represented 5.5% of the Trust's total income during 2025/26. In 2025/26, the Trust generated nearly £1m operating surplus, building on a trend of gradually rebuilding the proportion of earned (traded) income through continued efforts around events programming, marketing and investment in Ally Pally's facilities and offer to drive more visitors and trade, following the challenging years post-Covid.

While the Council's core funding has fallen by £143m in real terms since 2010/11, the grant to Ally Pally was £2.3m in 2010 and following an initial reduction of £0.55m earlier in the period has remained static at £1.75m for a number of years, representing the Council's long term commitment to Ally Pally. In 2010, the AP Trading company was contributing just £200k in gift aid, whereas last year it was able to gift aid £2.6m to the Trust. Given the Council's financial position and in view of AP's success at income generation and growth, it is right that the grant is looked at again. A phased reduction is proposed over the three year period, giving Allexandra Palace time to adjust to the new level of grant. It is proposed that capital funding is maintained on the same basis as currently to enable AP to continue to invest in its significant assets and facilities to maintain safety and regulatory compliance and to improve the audience offer to drive continued growth in turnover.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
New net additional savings (shown as negative)	**(20)**	**(25)**	**(180)**	**0**	**0**	**(225)**

Initial One-Off Investment Revenue Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	**-**	**-**	**-**	**-**	**-**	**-**

Initial One-Off Investment Capital Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	**-**	**-**	**-**	**-**	**-**	**-**

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

Add in FTE (post) number changes by year (both additions and deletions)	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total FTEs**
Nos (FTEs)						

Interdependencies

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

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	2029/30
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?			

Risks and Mitigation

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

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

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Appendix 4f

Title of Proposal (For Public use):	Review of operating models for the Broadwater Farm Community Centre leisure spaces		
Directorate	**Environment & Resident Experience**	**Responsible Corporate Director/Director:**	Barry Francis/Zoe Robertson
Cabinet Member	**Cllr Erin Wolson**	**Scrutiny Committee**	
Affected Service:	**Active Wellbeing**	**Contact / Lead:**	Laura Crouch

Value of the budget impacted	£1,232,547
Saving for Consultation or a Management Action	Select Y/N
Does this deliver on one of the eight priorities?	
Type of Saving	

Leisure services were insourced in October 2024 including leisure centres at Park Road, Tottenham Green and New River, and a community gym and sports hall at Broadwater Farm.

The Broadwater Farm building is a HRA building and operated as a shared site, with a sports hall, small gym, changing rooms and a community cafe space downstairs, and office space upstairs which is occupied by Housing. Housing pay Leisure a £60k/year 'rent' for the upstairs office space.

The leisure offer at Broadwater Farm is limited and not financially viable. The centre has a small membership base of 139 people, 54% of which are over 65s and get free access. Only 63 members pay for membership by Direct Debit and these are valued at £21k for 2026/27. Further income is made from events and clubs through the hire of the sports hall. Overall, the centre is subsidised by the council by £150k per year. The current centre and the current model is not fit for purpose as a leisure centre or an effective community space.

This proposal is to change the delivery model for the the gym facility to either provide it differently or cease operating it making a saving of £150k/year. Any subsequent organised public events/club uses would be funded by hire fees. This proposal also presents an opportunity to manage the community spaces differently for example a community ownership / community asset model.

The team at Broadwater Farm is 7 FTE at a cost of £284k as per P4 2026/27. The HRA contribution could be used for a caretaker role to help manage/clean the facilities. The Council's policy is to minimise redunancies as far as possible and alternative positions in the organisation would be sought through this process.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
New net additional savings (shown as negative)		(75)	(75)	0	0	(150)

Initial One-Off Investment Revenue Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total (redundancy costs)	52	- 52	-	-	-	0

Initial One-Off Investment Capital Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total FTEs**
Nos (FTEs)	7					7

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	Yes - the building is a HRA asset and would be managed by Housing going forwards.
Is there a Procurement interdependency?	No	**Details**	
Are there any other interdependencies?	No	**Details**	Yes - community access to the building and event hire would be managed by Housing. This could be paid for by income from events/hire, and the saving of the 'rent' paid to Leisure for their use of the building.
Are there any other interdependencies?	Yes	**Details**	

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	4/1/2027	Est. completion date for implementation *DD/MM/YY*	10/1/2027
Is there an opportunity for implementation before April 2026? *Y/N*; any constraints?	No - once the decision to implement this saving was confirmed, a staff consultation exercise would commence.		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Loss of gym facilities for local residents	L	L	The existing customer base (paying membership fees for use of the Broadwater Farm gym) could be offered memberships at either Tottenham Green or New River leisure centres. Membership prices could be matched for this group.

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

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Appendix 4g

Title of Proposal (For Public use):	Outsource the Leisure Centres to a specialist provider		
Directorate	**Environment & Resident Experience**	**Responsible Corporate Director/Director:**	Barry Francis/Zoe Robertson
Cabinet Member	**Cllr Erin Wolson**	**Scrutiny Committee**	
Affected Service:	**Active Wellbeing**	**Contact / Lead:**	Laura Crouch

Value of the budget impacted	£1,232,547
Saving for Consultation or a Management Action	Y
Does this deliver on one of the eight priorities?	
Type of Saving	

Leisure Services were insourced in October 2024 and require a subsidy from the General Fund of £1.232m per year. The service has a £7.2m income target a year and is currently experiencing a shortfall of £1.1m which is adding to the budget pressures of the council. The council has invested heavily in the centres and membership numbers are improving. A harmonisation exercise has moved the workforce onto Haringey terms and conditions and payscales. This has further increased the budget pressure for the service.

In addition to the budget highlighted above, the Leisure Service also requires significant resource input from cross-council services including HR, Finance, Comms, Facilities Management, Corporate Landlord and Capital Projects. These costs are not quantified in the cost above but place additional resource burden on these teams.

This proposal is to outsource the Leisure Centres to a specialist provider in the industry. This would ensure the future sustainability of the centres and their provision of services for the community.

This saving is estimated to be approximately 5% of the cost of the service per year, based on a new provider achieving efficiencies in centralised HR, finance, shared management structures and more flexible staffing arrangements. It would take at least a year to commission a new provider and transfer the service. It would also write off future savings targets from the service, which assume the service can close the £1.1m income gap and generate another £500k in the next three years.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
New net additional savings (shown as negative)	**0**	**(135)**	**(75)**			**(210)**

Initial One-Off Investment Revenue Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	**-**	**-**	**-**	**-**	**-**	**-**

Initial One-Off Investment Capital Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	**-**	**-**	**-**	**-**	**-**	**-**

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

Add in FTE (post) number changes by year (both additions and deletions)	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total FTEs**
Nos (FTEs)						**3**

Interdependencies

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

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	2028/29
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?	No		

Risks and Mitigation

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

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

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Appendix 4h

Title of Proposal (For Public use):	Introduction of new parking options either through the expansion of CPZs, where local support is significant, or through new locations with paid for parking bays.		
Directorate	Environment and Resident Experience	**Responsible Director/Assistant**	Eubert Malcolm
Cabinet Member	Cllr Gio Iozzi	**Scrutiny Committee**	
Affected Service:	Parking Services	**Contact / Lead Officer:**	Abdul Sahed

Value of the budget impacted	-26.509m
Saving for Consultation or a Management Action?	Y
Does this deliver on one of the eight priorities?	Cross Council Income Generation and Collection
Type of Saving	Income Generation

Description of Option

Development of a programme of new and expanded chargeable parking arrangements to better manage parking demand and generate potential additional income.
The programme represents a pipeline of potential schemes rather than committed savings. New CPZs are particularly dependent on consultation, with current policy requiring a minimum 51% support before implementation.
•New CPZs / CPZ extensions - rolling programme of potential CPZs within currently uncontrolled areas.
•Hampstead Lane - new PayByPhone bays.
•Queen's Wood Road - new PayByPhone bays.
•Additional paid-for parking locations - further locations to be identified following feasibility and demand assessment.
•Finsbury Park - new parking restrictions.
•Markfield Park - new parking restrictions.
•Muswell Hill Playing Fields - new parking restrictions.
•Bull Lane / Selby Centre - reconfigured parking associated with new development.
•Estate Parking Management Scheme (EPMS) - review of an amended permit/PCN revenue model, subject to agreement with Housing.

Financial Implications Outline
For CPZ programmes, initial modelling identifies potential permit income of £105k-£141k, and PCN income of £90k-£120k.
For paid for parking programmes, Hampstead Lane and Queen's Wood Road indicate potential income of £120k and £20k respectively, with a further £103k currently identified across the parks/housing proposals. PCN income is still to be modelled.
These are indicative gross income assumptions and not confirmed net savings. A robust income model will need to be developed and evidenced for each scheme, covering demand, permit/pay-to-park take-up, potential PCN income, income phasing and implementation/ongoing costs.
Delivery will require significant upfront investment and additional programme capacity. Typical CPZ design and implementation costs are estimated at £100k-£250k per scheme, alongside resources for feasibility/design, consultation and statutory processes, project management, physical works, system changes and communications.
The overall investment requirement and funding source are not yet established and will need to be confirmed before a net saving can be validated.

Implementation Details
A phased programme would be required, commencing with feasibility and demand assessment, formulation and validation of the income model, identification of investment/resource requirements and prioritisation of schemes. Individual schemes would then progress through the necessary public/stakeholder engagement, statutory consultation and approvals before implementation. New CPZs are currently envisaged as potentially forming a rolling four-year programme. Delivery is dependent on sufficient programme/project capacity, availability of implementation funding, consultation outcomes and relevant approvals.

Risks
High delivery and financial risk at this stage. Income remains indicative. There is a risk that implementation costs materially reduce the net benefit.
Delivery is also dependent on consultation outcomes and statutory processes and could be delayed or schemes may not proceed. Insufficient capital/revenue investment or project capacity would further affect delivery.
There are also risks of lower-than-assumed demand, parking displacement and wider resident/business impacts.
The saving should therefore not be treated as fully deliverable until scheme feasibility, the income model, investment requirement and delivery timetable have been validated. **The financial values represent indicative opportunities and are not confirmed net savings. Delivery is subject to formulation and validation of the underlying income/savings model, detailed feasibility, confirmation of investment and resource requirements, consultation and relevant approvals. Inclusion within the MTFS should not be interpreted as approval to implement individual proposals or confirmation that the indicative gross financial benefit is fully deliverable.**

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	2031/32 £000	Total £000s
New net additional savings (shown as negative)	(140)	(103)	(45)	(110)	0	(398)

Initial One-Off Investment Revenue Costs	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	2031/32 £000	Total £000s
Total	-	-	-	-	-	-

Initial One-Off Investment Capital Costs (Note Investments taken from existing scheme (reverses before implementation of scheme))	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	2031/32 £000	Total £000s
Total	-	-	250	250	-	500

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

Add in FTE (post) number changes by year (both additions and deletions)	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	2031/32 £000	Total FTEs
Nos (FTEs)						

Interdependencies

Is there a Digital interdependency?	Yes	**Details**	BAU implementation of comms / webpage changes
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	No	**Details**	
Are there any other interdependencies?	No	**Details**	
Are there any other interdependencies?	Yes	**Details**	Highways - engagement and statutory consultation processes;

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	N/A	Est. completion date for implementation *DD/MM/YY*	2030/31
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?			

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
High delivery and financial risk at this stage. Income remains indicative and in some areas, particularly PCN income,	H	M	Undertake full project scoping and analysis; establish detailed
Delivery is also dependent on consultation outcomes and statutory processes and could be delayed or schemes may	H	M	Without policy change, mitigation is limited given scheme
Risks of lower-than-assumed demand, parking displacement and wider resident/business impacts.	H	M	Undertake further analysis to establish further confidence in
Reputational / political risk associated with expanded parking controls	H	M	Mitigated through current policy - where CPZ schemes
What mitigations will be taken to minimise negative equality impacts (if relevant)?			
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2			Yes

Haringey LONDON

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Appendix 4i

Title of Proposal (For Public use):	Introduction of a surcharge for high volume requests for paper visitor permits to encourage expansion of Digital Parking permits and vouchers		
Directorate	Environment and Resident Experience	**Responsible**	Eubert Malcolm
Cabinet Member	Cllr Gio Iozzi	**Scrutiny Committee**	
Affected Service:	Parking Services	**Contact / Lead Officer:**	Abdul Sahed

Value of the budget impacted	-26.509m
Saving for Consultation or a Management Action?	Y
Does this deliver on one of the eight priorities?	Cross Council Income Generation and Collection
Type of Saving	Efficiency

Description of Option (internal):

Description of Option

Paper Visitor Permit Surcharge

Introduce a surcharge for higher volumes of paper visitor permits to encourage further migration to digital permits while retaining access to paper permits where required.
The current proposal provides an example of an 80% surcharge above two booklets of paper permits, subject to development and statutory consultation.
Visitor permits are already 92.1% virtual and 7.9% paper, therefore the remaining financial opportunity is relatively limited and should primarily be considered an incremental digitalisation and efficiency measure.

Financial Implications Outline

The programme identifies an indicative financial benefit of £10k. The wider financial benefit of reducing paper permits is based on reduced back-office processing, printing and postage costs.
The £10k assumption requires validation against existing paper-permit volumes and the proposed charging structure. The financial model should also account for anticipated migration to digital permits, reduced processing/printing/postage costs and any system or implementation costs.
Some resource will be required for analysis, consultation, system configuration/testing and communications. Given the relatively modest financial benefit, implementation should only proceed where a positive net saving can be demonstrated.

Implementation Details

Validate the existing paper-permit baseline and evidence the financial model supporting the £10k saving, followed by development of the surcharge structure and assessment of equality/digital-exclusion impacts.
Subject to the outcome, the proposal would progress through statutory consultation, system configuration/testing and customer communications before implementation.
Appropriate arrangements would need to remain available for customers unable to reasonably access digital services.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
New net additional savings (shown as negative)	**0**	**(10)**	**0**	**0**	**0**	**(10)**

Initial One-Off Investment Revenue Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	-	-	-	-	-	-

Initial One-Off Investment Capital Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total FTEs**
Nos (FTEs)						

Interdependencies

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

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	N/A	Est. completion date for implementation *DD/MM/YY*	2028/29
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?			

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Reduced financial benefit - 1) With only 7.9% of visitor permit issuance remaining paper, the available financial opportunity is limited and could	M	M	Undertake full project scoping and analysis; establish
Reputational / political risk associated with reduced paper permit availability; public acceptability, equality/affordability impacts	M	L	Appropriate consultation and engagement processes to
Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool			
What mitigations will be taken to minimise negative equality impacts (if relevant)?			
Is a full EqIA required?			Yes

Savings Proposal

Business Planning / MTFS Proposal 2027-2032

Haringey LONDON

Appendix 4j

Title of Proposal (For Public use):	Workplace Parking Levy		
Directorate	Environment and Resident	**Responsible**	Eubert Malcolm
Cabinet Member	Cllr Gio Iozzi	**Scrutiny Committee**	
Affected Service:	Parking Services	**Contact / Lead Officer:**	Abdul Sahed

Value of the budget impacted	-26.509m
Saving for Consultation or a Management Action?	Y
Does this deliver on one of the eight priorities?	Cross Council Income Generation and Collection
Type of Saving	Efficiency

Description of Option (internal):

The introduction of a Workplace Parking Levy would enable the council to deter and reduce unnecessary car usage and instead promote more sustainable modes of transportation. The Levy has been implemented successfully in Nottingham City and if brought to Haringey would apply to employers based in the borough with 11 or more liable workplace parking spaces. This places a requirement on businesses meeting the criteria to pay a per space fee. Employers with 10 or less spaces must obtain a license from the Council but receive a 100% discount. A workplace parking place is generally a place occupied by a vehicle used by an employee, pupil, student or regular business visitor. The spaces do not necessarily have to be formally marked or lined. A separate WPL licence is required for each premises where workplace parking is provided, although employers can deal with multiple premises through a single application. An employer can choose to pass some or all of the cost on to employees, but this is a decision for the employer. The licensing year runs from 1 April to 31 March, and the charge is adjusted in line with inflation. Revenue from the WPL must be invested in improving transport in line with the Mayors Transport Policy. Nottinghams charge is £592 pa, per space. There are associated administration costs anticipated to be 1.5FTE. The borough does not have a large number of business that are expected to meet the criteria but it is anticipated that St Annes Hospital, a number of primary and secondary schools and Tottenham Hotspur will apply. It should be noted that sites with parking spaces open to the public are not liable for the charge unless there are 11 or more spaces reserved for staff only. There is also a requirement for us to apply the charge to ourselves and a recharge to property will be required to be made. This has not been factored into income generated however, but it will become ringfenced once transferred. Savings have been calculated on an assumed charge of £592 per space applied to an estimated 150 spaces less the costs of processing via an increase in FTE.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	2031/32 £000	Total £000s
New net additional savings (shown as negative)	0	(88)	0	0	0	(88)

Initial One-Off Investment Revenue Costs	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	2031/32 £000	Total £000s
Total	-	-	-	-	-	-

Initial One-Off Investment Capital Costs	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	2031/32 £000	Total £000s
Total	20	-	-	-	-	20

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

Add in FTE (post) number changes by year (both additions and deletions)	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	2031/32 £000	Total FTEs
Nos (FTEs)	1					1

Interdependencies

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

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	N/A	Est. completion date for implementation *DD/MM/YY*	2028/29
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?			

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool			
What mitigations will be taken to minimise negative equality impacts (if relevant)?			
Is a full EqIA required?			Yes

Savings Propos

Business Planning / MTFS Proposal 2027-2032

Appendix 4k

Title of Proposa	Introduction of surcharges to pay and display and visitor voucher tariffs for larger and more polluting vehicles.		
Directorate	Environment and Resident Experience	**Responsible**	Eubert Malcolm
Cabinet Membe	Cllr Gio Iozzi	**Scrutiny**	
Affected	Parking Services	**Contact / Lead Offi**	Abdul Sahed

Value of the	-26.509m
Saving for Cons	Y
Does this delive	Cross Council Income Generation and Collection
Type of Saving	Income Generation

Description of Option

Development of additional differential parking tariffs based on vehicle emissions, size and weight, extending principles already used within existing permit charging.
The proposals remain subject to further analysis, development of the charging/income model, consultation, system feasibility and appropriate approvals.

•RingGo CO2 surcharge - emissions-based surcharge for paid-for parking.
•RingGo vehicle-size surcharge - vehicle-size surcharge for paid-for parking.
•Visitor Permit CO2 charging - emissions-based charging for visitor permits.
•Visitor Permit vehicle-size charging - vehicle-size charging for visitor permits.
•Vehicle-size surcharge review - review of the existing 5%/10% surcharge for medium and large vehicles.
•Weight-based permit charging - potential simplified charging structure using vehicle weight as a proxy for vehicle impact.

Financial Implications Outline

Initial estimates identify approximately £300k potential additional income from RingGo CO2 charging, plus £20k from Visitor Permit CO2 charging and £20k from Visitor Permit vehicle-size charging. Income from several of the remaining surcharge options is currently TBC.
These figures represent indicative gross income rather than confirmed net savings.
A detailed income model will need to establish the affected transaction/vehicle baseline, proposed tariff levels, customer behavioural response, potential impact on existing parking income, implementation costs and income phasing.
Investment and additional resource will be required for financial/policy analysis, statutory consultation, equality assessment, parking and permit-system development/configuration, supplier support, testing and communications. These costs have not yet been quantified.
The net financial benefit cannot therefore be confirmed until the income model and implementation costs have been validated.

Implementation Details

Initial activity would comprise formulation and validation of the income and charging model, detailed policy and financial analysis, assessment of customer/equality impacts and confirmation of technical and system requirements.
Subject to the outcome of this work, proposals would progress through the required consultation and approval processes, followed by system development/configuration, testing and implementation. Visitor permit options specifically require system development.
Implementation would require dedicated policy/project resource together with Finance, parking systems and supplier support.

Financial Benefits Summary

Revenue Impacts *All figures shown on an incremental basis*	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
New net additional savings (shown as negative)	**0**	**(315)**	**0**	**0**	**0**	**(315)**

Initial One-Off Investment Revenue Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	**-**	**-**	**-**	**-**	**-**	**-**

Initial One-Off Investment Capital Costs	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total £000s**
Total	**-**	**-**	**-**	**-**	**-**	**-**

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

Add in FTE (post) number changes by year (both additions and deletions)	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**2031/32 £000**	**Total FTEs**
Nos (FTEs)						

Interdependencies

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

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	N/A	Est. completion date for implementation	2028/29
Is there an opportunity for implementation before April 2026? *Y/N* ; any constraints?			

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Medium/High delivery and financial risk. Several income assumptions remain TBC and implementation/system costs are currently unquantified.	H	M	Undertake full project scoping and analysis; establish detailed implementation costs / timeframes in coordination with Highways; establish systems configuration / development costs & timeframes through engagement with suppliers
Higher tariffs may change customer behaviour, potentially reducing	H	M	Undertake further analysis to establish further confidence in projected income
Technical/system limitations	H	L	Early engagement with suppliers to establish feasibility of proposals
Consultation outcomes	H	L	Mitigation is limited given statutory consultation process; Highways engagement to ensure appropriate scheme consultation.
Insufficient delivery capacity	H	L	Undertake full project scoping and analysis including implementation costs, establish and secure internal/ external delivery capacity
Reputational / political risk associated with expanded parking controls; public acceptability, equality/affordability impacts	H	L	Appropriate consultation and engagement processes to mitigate risk

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	No

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-Report for: Cabinet - 10 November 2026

Item number: 11

Title: Regulation 19 consultation on Proposed Submission version of Haringey Local Plan 2028-2043 and submission to Secretary of State

Report authorised by: Barry Francis, Corporate Director of Environment & Resident Experience

Lead Officers: Rob Krzyszowski, Director of Built Environment & Highways
Bryce Tudball, Head of Spatial Planning

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1 The Local Plan is the Council's principal statutory planning document for the borough which:

- Planning applications are determined in accordance with (unless material considerations indicate otherwise);
- Sets out a positive spatial strategy for managing growth, development and land use;
- Reflects and supports the Council's broader corporate strategies and policies; and
- Facilitates early and meaningful community engagement in the planning process.

1.2 The Council has prepared a new Haringey Local Plan to replace the existing suite of Local Plan documents adopted in July 2017. Preparation of a new Local Plan is necessary to ensure that Haringey has an up-to-date planning framework that:

- Provides a sound document for determining planning applications;
- Aligns with the latest Council corporate vision, strategies, policies and aspirations; and
- Complies with legal and policy requirements for maintaining up-to-date Local Plans.

1.3 The Proposed Submission Haringey Local Plan has been prepared following extensive evidence gathering, engagement and consultation over several years, including the New Local Plan First Steps Engagement and consultation on the Draft Local Plan.

1.4 Before the Council adopts the New Local Plan it much be published for a further consultation and submitted to the Secretary of State for the Ministry of Housing,

Communities and Local Government (MHCLG) for independent examination to ensure the plan is sound in accordance with the requirements of national planning policy.

2 Cabinet Member Introduction

2.1 The Local Plan is the Council's most important planning document, setting the long-term vision for how we can deliver new affordable homes, tackle inequality, access to nature and wildlife, respond to the climate emergency and support our local economy to benefit all our communities.

2.2 The last Local Plan was adopted in 2017, over the last decade the borough has changed significantly. Residents have waited too long for a clear vision for Haringey that reflects the priorities of local people today.

2.3 We need a plan that recognises the crisis the affordability in housing, the scale and extent of climate action and adaptation needed to address the climate emergency, and the lack of good jobs and opportunities for our young people.

2.4 We have engaged extensively with residents, communities and stakeholders on the local plan over five years since the First Steps Engagement in 2020. In 2025 close to 10,000 residents had their voices heard through the Draft Local Plan consultation. I would like to extend my thanks to those residents who took part in the consultation over the last 5 years, without your input the Proposed Submission Local Plan would not be as reflective of the views and needs of Haringey as it is today.

2.5 As a new administration, we have sought to strengthen this plan – recognising the importance of nature to our residents, responding to the strength of feeling around some of our most treasured community assets and delivering inclusive new developments that maximise the provision of housing that local people can afford. Amongst our key changes this administration has:

- Rowan's Bowling Alley: Removed the allocation for Rowan's Bowling Alley because we believe new developments should work with communities, not be done to them. Residents have made it clear that Rowan's is more than just bowling, karaoke, late night dancefloor and arcade; it is a much-loved community asset, and an important part of what Finsbury Park should be. This decision demonstrates our commitment to listening to local people and protecting the social infrastructure that makes our neighbourhoods thrive
- Pinkham Way: We are protecting Pinkham Way as open space for nature. This is an affirmation that our natural commons should be preserved and enhanced for future generations. After decades in which wildlife has

flourished on the site, it is right that its primary purpose should be biodiversity recovery, public enjoyment of nature and ecological stewardship. In the face of the climate and nature emergencies, protecting places like Pinkham Way is not a luxury but a necessity.

- Biodiversity targets: Increased biodiversity targets on new developments. There can be no social and economic justice without climate justice – people need high-quality affordable housing with access to nature to create sustainable, liveable neighbourhoods resilient in the face of climate breakdown.

2.6 Under central Government requirements, this local plan must be submitted as soon as possible, which is why we are bringing this plan forward now. Rather than waiting years to develop a revised plan, this administration accepts that any further delay would not be in the interest of Haringey's residents.

2.7 This Local Plan is just that: a plan. Going forward, we want to continue to work together, with our residents as this plan is brought to life. We want to put power back into the hands of people because we believe the power to drive long lasting change lies in our communities.

3 Recommendations

3.1 That Cabinet:

1) Notes the comments and informal recommendations of Strategic Planning Committee in relation to the Proposed Submission Local Plan and associated documents

2) Approve the updated Haringey Local Development Scheme (Appendix A) for publication with immediate effect (10 November 2026)

3) Note the consultation responses received during the Regulation 18 Draft Local Plan consultation and the Council's response to those comments (Appendix B).

3.2 That Cabinet recommend to Full Council that it:

4) Approves the Proposed Submission Haringey Local Plan (Appendix C) and Policies Map (Appendix D) for publication for a minimum six-week period of public consultation pursuant to Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

5) Approves the Integrated Impact Assessment and supporting consultation documents for publication alongside the Proposed Submission Local Plan.

6) Delegates authority to the Director of Built Environment & Highways to make any minor, non-material amendments to the Proposed Submission Local

Plan and supporting documents prior to publication including the Integrated Impact Assessment (IIA) in consultation with the Cabinet Member for Housing to the extent that any changes to the versions approved by Cabinet are not material changes and which could include changes to the text, layout and design of the Draft Local Plan consultation document and supporting documents and changes needed to clarify information or correct errors in the same.

7) Delegates authority to the Director of Built Environment & Highways, in consultation with the Cabinet Member for Housing, to make any minor amendments necessary to the Proposed Submission Haringey Local Plan and supporting documents following consultation and prior to submission, provided such amendments do not materially alter the strategy, policies or site allocations contained within the Plan.

8) Following the period of public consultation, authorises officers to proceed under Regulation 22 to submit the Proposed Submission Haringey Local Plan and associated documents to the Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG) for independent examination, together with any Regulation 19 representations.

9) Delegates authority to the Director of Built Environment & Highways, in consultation with the Cabinet Member for Housing, to draft and consult on any proposed modifications to the Local Plan arising during the examination process necessary to comply with national legislation, policy or guidance.

10) Notes that following examination, Full Council will decide on the final adoption of the Local Plan under Regulation 26.

4 Reasons for decision

4.1 The Planning and Compulsory Purchase Act 2004 requires local planning authorities to maintain and keep under review an up-to-date Local Plan.

4.2 The current Haringey Local Plan was adopted in 2017. Whilst many elements of the adopted plan remain relevant, significant changes have occurred since adoption including revisions to national planning policy, publication of the London Plan 2021, climate-related policy developments, and changes in local circumstances.

4.3 The Proposed Submission Local Plan provides an updated planning framework which responds to these changes and establishes a clear spatial strategy for managing growth and development across the borough over the plan period.

4.4 Publication of the Regulation 19 Plan is a statutory stage in the preparation of a Local Plan and is required before the Plan can be submitted for independent examination.

4.5 The Proposed Submission Plan has been informed by a robust evidence base, sustainability, health and equalities appraisal process and extensive public

engagement. Officers consider that the Plan has been positively prepared, justified, effective and consistent with national policy and is capable of being found sound at examination.

4.6 Approval of an updated Local Development Scheme will ensure that the Council maintains an up-to-date statutory programme for plan preparation and accurately communicates the revised Local Plan timetable to stakeholders.

5 Alternative options considered

5.1 The alternative options considered are:

Do nothing / rely on the existing Local Plan (adopted 2017):

- This option was rejected. Failure to progress a new Local Plan would leave the Council increasingly reliant on planning policies that were prepared under a different policy context and evidence base. This would reduce the effectiveness of the planning framework, increase risks associated with planning decision-making, and reduce the Council's ability to shape sustainable development and placemaking.

Delay publication of the Regulation 19 Local Plan

- This option was rejected. Delaying publication would postpone examination and adoption of a new Local Plan, mean that the Council is unable to meet the deadline for submission of the new Local Plan to the Secretary of State, and create uncertainty for communities and investors.

Undertake a partial review of the Local Plan rather than a full review:

- This option was rejected. A partial review would not provide the comprehensive planning framework required to respond to changes in policy and local circumstances. A full replacement plan is considered the most appropriate approach.

6 Background information

6.1 The Local Plan is the Council's principal statutory planning document for the borough which:

- Planning applications are determined in accordance with (unless material considerations indicate otherwise);
- Sets out a positive spatial strategy for managing growth, development and land use;
- Reflects and supports the Council's broader corporate strategies and policies; and
- Facilitates early and meaningful community engagement in the planning process.

<u>National policy, guidance and legislation</u>

6.2 The main legislation, policy and guidance relevant to Haringey's new Local Plans which is referenced throughout this report includes:

- National Planning Policy Framework (NPPF) (December 2024) (note: a new NPPF came into force in August 2026 but the Council's Local Plan has been prepared under the 'legacy' planning system and will therefore be examined in relation to the December 2024 NPPF. References in the report are to this version of the NPPF unless otherwise stated).
- National Planning Practice Guidance (PPG): Plan Making (November 2025).
- Planning and Compulsory Purchase Act 2004 ('the Act');
- The Town and Country Planning (Local Planning) (England) Regulations 2012 ('the Regulations');

6.3 The planning system operates on the principle that decisions should be plan-led. Paragraph 15 of the NPPF states:

"The planning system should be genuinely plan-led. Succinct and up-to-date plans should provide a positive vision for the future of each area; a framework for addressing housing needs and other economic, social and environmental priorities; and a platform for local people to shape their surroundings."

6.4 Paragraph 16 sets out that plans should:

- Contribute to sustainable development;
- Be aspirational yet deliverable;
- Be shaped by early and effective engagement;
- Contain clear and unambiguous policies;
- Be accessible through digital tools;
- Serve a clear purpose and avoid unnecessary duplication.

6.5 The NPPF sets out the "tests of soundness" which Local Plans must pass at the independent examination stage. Plans are sound if they are (paragraph 36):

- Positively prepared – i.e. seeking to meet objectively assessed needs including for housing;
- Justified – i.e. taking into account reasonable alternatives and based on proportionate evidence;
- Effective – i.e. deliverable and based on effective joint working on cross-boundary strategic matters; and
- Consistent with national policy – i.e. in accordance with the NPPF.

6.6 Further national guidance on Local Plans is provided in the national PPG on Plan Making which was last updated on 27 November 2025. It provides detailed guidance on:

- Community engagement;
- Evidence base requirements;
- Sustainability appraisal;
- Duty to cooperate;
- Digital accessibility;
- Implementation and monitoring.

6.7 Under the Planning and Compulsory Purchase Act 2004:

- Councils must keep their Local Plans under review (Section 17(6));
- Councils may revise their Local Plans at any time (Section 26(1));
- In preparing a Local Plan, Councils must have regard to national policies and guidance issued by the Secretary of State, the London Plan, and the resources available for implementation (Section 19(2)).

6.8 Local Plans must be reviewed at least every five years (Regulation 10A of the 2012 Regulations). The NPPF states that:
"Reviews should be completed no later than five years from the adoption date of a plan, and should take into account changing circumstances affecting the area, or any relevant changes in national policy. (paragraph 34)*"*

<u>London Plan & regional policy</u>

6.9 The Act states that Local Plans in London "must be in general conformity with" the London Plan (S24(1)).

6.10 The current London Plan was adopted in 2021. It sets Haringey's current housing target and establishes a strategic policy framework shaping:

- where development goes
- how dense it should be
- how much affordable housing is required
- industrial land protection
- climate and net-zero standards
- transport and parking requirements
- town centre strategy
- design quality and environmental expectations.

6.11 Since early 2025 the Mayor of London has started preparing a new London Plan. The timescales for this are set out below:

- **May 2025** – Towards a New London Plan document published for public consultation
- **July to October 2026** – Draft London Plan published for consultation
- **2027** – Examination
- **Early 2028** – Adoption

6.12 The Draft London Plan was published for consultation from July to October 2026. It looks ahead to 2050 and sets out the Mayor of London's strategy for how London should grow and develop. It includes policies on housing, jobs, transport, the environment and public spaces. Of note for Haringey, the plan:

- sets the borough an annual housing target of 1891 homes (an increase of 20% on the current target)
- sets the Council a target to provide 33 gypsy and traveller pitches
- contains a substantially revised affordable housing approach which would reduce the affordable housing threshold on privately-owned land in the borough from 35% to 25% for schemes of 36 homes or more and from 35% to 20% for schemes of 10 to 35 homes

- earmarks South Tottenham Employment Area for industrial land release to accommodate residential-led development

6.13 At the current time, the Draft London Plan is a consultation draft and it is the London Plan 2021 which Haringey's new Local Plan must be in general conformity with. The Draft London Plan is expected to generate a very large consultation response and it is expected that there are highly likely to be substantive changes ahead of its eventual adoption.

Existing Haringey Local Plan (2017)

6.14 The existing adopted Haringey Local Plan was updated/adopted in July 2017 comprising the following documents:

- **Strategic Policies;**
- **Development Management (DM) Development Plan Document (DPD);**
- **Site Allocations Development Plan Document (DPD); and**
- **Tottenham Area Action Plan (AAP).**

6.15 Other existing and emerging planning policy documents which currently or will make up the statutory 'Development Plan' in Haringey alongside the Local Plan include:

- **North London Waste Plan (NLWP)** – adopted 2022;
- **Highgate Neighbourhood Plan** – adopted 2017; and
- **The London Plan** – adopted 2021, to be replaced by the new London Plan in 2028.

New Haringey Local Plan

6.16 The four existing Haringey Local Plan documents will be completely replaced by the New Haringey Local Plan in a single document. It is proposed that the New Local Plan will have a 15-year timeframe, starting from adoption in 2028 and covering the period to 2043.

6.17 As the London Plan is part of the borough's statutory Development Plan, the New Local Plan does not need to duplicate policies in the London Plan which the Council is satisfied accords with its own objectives and aspirations.

6.18 However, many policies do require a locally-specific Haringey variation to ensure the borough's policies are compatible with the Council's wider corporate strategies and policies. These locally-specific policies require a robust local evidence base to justify a Haringey-specific approach, and these supporting evidence base documents will be published alongside the Proposed Submission Local Plan for consultation.

Plan-making process

6.19 Under the 2012 Local Plan Regulations, the preparation of a Local Plan begins with evidence gathering and engagement with stakeholders to identify key

planning issues and reasonable alternatives. This is followed by a Regulation 18 consultation, where the local planning authority seeks views on emerging options, strategies, site allocations and draft policies. At this stage, the plan is still being developed and consultees can substantively shape and influence its content. The Council has carried out two Regulation 18 consultations on the new Local Plan (one in in 2020/21 and one in 2025).

6.20 The authority then prepares a Proposed Submission Local Plan and publishes it for consultation under Regulation 19. This is the version of the plan that the authority intends to submit for examination and ultimately wishes to adopt. Representations at this stage are expected to focus on whether the plan is legally compliant, sound and supported by appropriate evidence, rather than on alternative options. This report seeks approval for this consultation to commence.

6.21 Following Regulation 19 consultation, the Local Plan, supporting evidence and representations are submitted to the Secretary of State for independent examination. A Planning Inspector then examines the plan to determine whether it meets legal requirements and is sound. Where necessary to comply with national regulations, policy or guidance, modifications may be proposed by the Council to help ensure it is sound before the Inspector issues a final report.

6.22 If the Inspector finds the plan sound, or sound subject to modifications, the council may formally adopt it. Once adopted, the Local Plan forms part of the statutory development plan and becomes the primary basis for determining planning applications in the area.

Timetable

6.23 The Act requires Local Plans to “be prepared in accordance with the Local Development Scheme” (LDS) (S19(1)). The Local Development Scheme is a Council’s public project plan for preparing and updating planning policy documents, particularly its Local Plan. It sets out which planning documents will be produced and the timetable for preparing the

6.24 The Council’s current Local Development Scheme was approved in March 2025. At that time, it anticipated a programme for progression of the new Local Plan that has subsequently been affected by further consultation activity, preparation of evidence, policy development, programme refinement and a change in administration.

6.25 As a result, the timetable set out in the March 2025 LDS is no longer fully aligned with the current programme.

6.26 An updated November 2026 Local Development Scheme is therefore attached at Appendix A. The revised LDS is set out in Table 1 below

- Regulation 19 publication
- Receipt of representations
- Submission to the Secretary of State
- Examination including consultation on any modifications necessary

- Receipt of Inspector's Report
- Adoption

Table 1: November 2026 LDS

Document	Regulation	Date in LDS
New Local Plan First Steps Engagement consultation	Regulation 18	November 2020 to February 2021
Draft Local Plan consultation	Regulation 18	October to December 2025
Proposed Submission Local Plan consultation	Regulation 19	December 2026 to January 2027
Submission & Examination	Regulation 22-25	March 2027 to September 2027
Adoption	Regulation 26	March 2028

6.27 Approval of the updated LDS will ensure that stakeholders, communities and statutory consultees have access to an up-to-date and realistic timetable for Local Plan preparation.

New Local Plan First Steps Engagement Regulation 18 consultation (2020/21)

6.28 Consultation on the New Local Plan First Steps Engagement document was launched on 16 November 2020 and closed on 1 February 2021. Over 10,000 comments were received from over 1,500 individuals and organisations.

6.29 The Planning Service won both regional and national awards for the consultation which was described by the Royal Town Planning Institute as an “imaginative, innovative, inclusive industry-leading approach to planning consultation.”

6.30 The feedback received together with key feedback received from other Council consultations, including the Housing Strategy, Opportunity Haringey, Shaping Tottenham, Shaping Wood Green and the Parks and Greenspaces Strategy, informed the development of the Haringey Draft Local Plan.

Draft Local Plan Regulation 18 consultation

6.31 Consultation on the Draft Local Plan represented the principal Regulation 18 stage of plan preparation. The consultation, which took place from 10 October 2025 to 19 December 2025, was supported by a comprehensive programme of engagement activity. Engagement included:

- Public exhibitions;
- Community drop-in events;
- Workshops;
- Online consultation;
- Youth engagement;
- Stakeholder roundtables;
- Community organisation partnerships; and

- Targeted engagement with seldom-heard groups.

6.32 The level of engagement was as follows:

- consultation reached over 250,000 people
- digital campaign reached 140,000 people
- consultation website received over 50,000 visitors
- 9,706 responses from individuals and organisations

6.33 A report has been prepared of the consultation response and the Council's response (Appendix B). Consultation feedback demonstrated broad support for many of the plan's strategic objectives, particularly those relating to climate resilience, green infrastructure, active travel and environmental protection.

6.34 Respondents also raised important issues relating to housing delivery, affordable housing, town centres, employment land, infrastructure provision and site allocations.

6.35 Concerns around the plan most related to neighbourhood placemaking proposals. The most significant site-specific opposition related to the proposed allocation of Rowans Bowling Alley in Finsbury Park, which attracted substantial public interest following a London-wide media campaign. Circa 7,000 consultation responses were submitted in respect to this site comprising around 70% of the total consultation response.

6.36 Feedback from the consultation has directly informed the Proposed Submission Local Plan including revisions to policies, proposals and supporting text.

<u>Proposed Submission Local Plan (2026)</u>

6.37 The Proposed Submission Local Plan (Appendix C) and associated Policies Map (Appendix D) has been prepared for publication for a minimum six-week period of public consultation pursuant to Regulation 19 of the Regulations and for subsequent submission to the Secretary of State for the Ministry of Housing, Communities & Local Government for independent examination, together with any Regulation 19 representations, pursuant to Regulation 22 of the Regulations.

6.38 The plan has been developed through extensive engagement with the community, infrastructure providers, stakeholders, internal departments, and a Cross-Party Member Working group. The plan is supported by robust evidence and environmental appraisals and is in accordance with national policy requirements.

6.39 The plan is a single (all in one) Local Plan that sets a comprehensive, bold, and forward-looking placemaking framework and priorities for development and land use in the borough, contains neighbourhood strategies to manage growth, contains detailed policies to manage development, and site allocations to manage development on key sites. Upon adoption, the plan will replace the 2017 Haringey Local Plan Development Plan Documents listed in paragraph 6.14.

6.40 Table 2 below gives an overview of the key sections of the Proposed Submission Local Plan

Table 2: Proposed Submission Local Plan – Overview

Chapter 3: Strategic Context and Opportunity	Sets out our strengths, challenges and opportunities.
Chapter 4: Spatial Vision & Placemaking	Sets out the big spatial vision for Haringey
Chapter 5. Placemaking Framework	Sets out the Haringey Placemaking Framework to achieve the Council's spatial vision and an overarching placemaking policy to guide development and change in the borough in the future
Chapter 6: Spatial Strategy	Contains a strategy for land use and development in different parts of the borough to best achieve our vision through placemaking. This includes identifying focus areas, where there are greatest opportunities for us to work together to enhance and transform places for the better.
Part 2: Neighbourhoods Chapters 7 to 17	Contains visions, objectives, policies, and guidance for eleven identified neighbourhoods, as well as key sites with opportunities for enhancement or transformation (referred to as Site Allocations)
Part 3: Borough-wide Policies Chapters 18 to 29	Contains detailed policies on a range of thematic topics, such as housing, transport, and heritage.

6.41 The Proposed Submission Local Plan repeats key themes throughout including:

- A Culturally Rich Borough; Embracing and supporting the heritage, creativity, and character of our diverse communities and environments to deliver places that are distinctively Haringey, and where everyone feels a sense of pride and belonging.
- A Greener, Cleaner, Safer Borough; A leader in addressing the climate emergency and ecological crises, while being good stewards of place, and ensuring everyone feels safe
- Homes for the Future; Delivering the high-quality and resilient homes we need for the future to ensure that everyone has access to a safe, stable, and affordable home, regardless of their circumstances
- Supporting us to Live Well; Delivering the infrastructure our people need to live healthy and happy lives and make a difference in their communities

- An Inclusive Economy; Supporting our local economies and high streets, and maximising employment and training opportunities
- Connecting to Opportunities; Improving active travel, public transport, and digital infrastructure so that people can easily and safely access the services and opportunities they need to reach their potential

6.42 Key changes to the Proposed Submission Local Plan versus the Draft Local Plan include:

- General changes to take account of consultation responses, new and updated evidence, and new, updated and emerging national and regional policy
- Increase of housing target from 15,920 homes over 10 years to 21,535 homes over 12 years which includes meeting backlog of delivery over period 2021/2 to 2025/6
- Increase of Biodiversity Net Gain (BNG) requirement to 20% on schemes that are subject to statutory BNG
- Greater protection for ecological corridors and focus on enhancing connectivity
- Removal of Rowans Bowling Alley and Summerland Gardens car park site allocations
- Removal of employment land designation for Pinkham Way and inclusion of new open space designation for site
- Amendment of key site allocations including Hornsey Filter Beds, Tottenham Green Leisure Centre/Marcus Garvey, Tiverton/Stamford Hill schools, Wards Corner, Broadwater Farm and Wood Green Central
- Greater support for co-operative/community-led housing
- Inclusion of new policy relating to data centres
- Inclusion of new policy relating to temporary accommodation

6.43 Regulation 19 requires that before submitting a local plan to the Secretary of State the Council must:

a) make a copy of each of the proposed submission documents and a statement of the representations procedure available in accordance with Regulation 35; and

b) ensure that a statement of the representations procedure and a statement of the fact that the proposed submission documents are available for inspection and of the places and times at which they can be inspected, is sent to each of the general consultation bodies and each of the specific consultation bodies invited to make representations under regulation 18(1).

6.44 The purpose of Regulation 19 is to provide stakeholders with an opportunity to make formal representations on the Proposed Submission Local Plan before the Council submits it for independent examination. Representations should focus on whether the plan is legally compliant and sound, including whether it is positively prepared, justified, effective and consistent with national policy. The consultation is not a "blank sheet" consultation seeking general comments and is not intended to revisit earlier plan-making options but to assist the Inspector in determining whether the plan can be adopted.

6.45 Consultation of the Proposed Submission Local Plan must be carried out in accordance with the Regulations and the Council's Statement of Community Involvement (SCI).

6.46 The Council's Statement of Community Involvement sets out the aim that consultation will be:

- Effective
- Transparent
- Proportional
- Inclusive
- Accountable
- Coherent

6.47 Regulation 35 of the Regulations also provides that Local Plan documents should be made available for at least 6 weeks. The SCI also commits to publishing all Local Plan documents for at least 6 weeks

6.48 All responses received during the Regulation 19 consultation are in effect made to the Inspector and will be passed on to the appointed Planning Inspector for their consideration once the Local Plan is submitted for examination.

6.49 To ensure residents, business and other local stakeholders have had the opportunity to meaningfully shape policies, site allocations and placemaking in Haringey, and in accordance with the Haringey Deal, the Council conducted two (rather than the statutory minimum of one) broad Regulation 18 consultations for a total of 21 weeks which have heavily informed the Proposed Submission Local Plan.

6.50 Subject to approval, the Regulation 19 consultation will begin shortly after 23 November Full Council.

<u>Evidence Base</u>

6.51 In line with national policy and guidance, the New Local Plan must be informed and supported by a relevant and up-to-date evidence base that is adequate and proportionate. In support of the Proposed Submission Local Plan, officers have commissioned or produced the following evidence base (non-exhaustive):

- Strategic Housing Market Assessment
- Strategic Housing Land Availability Assessment
- Employment Land Review / Need & Availability Study
- Retail & Town Centres Needs Study
- Strategic Flood Risk Assessment (SFRA) Level 1 and Level 2
- Affordable Workspace Study
- Sites of Importance for Nature Conservation Study
- Towards Net Zero Carbon Study
- Archaeological Priority Area Review
- Urban Characterisation and Placemaking Study
- Tall Buildings Study
- Whole Plan Viability Assessment (including Affordable Housing)

- Infrastructure Delivery Plan (IDP).

Integrated Impact Assessment (IIA)

6.52 With regard to sustainability, the Act requires Local Plans to:
- "include policies designed to secure that the development and use of land in the LPA's (Local Planning Authority's) area contribute to the mitigation of, and adaptation to, climate change" (S19(1A));
- "carry out an appraisal of the sustainability of the proposals… [and] prepare a report of the findings of the appraisal" (S19(5)); and
- "exercise the function with the objective of contributing to the achievement of sustainable development" (S39(2)).

6.53 An Integrated Impact Assessment (IIA) has been prepared and updated alongside each iteration of the New Local Plan to ensure the impacts on the following are fully considered, as required by legislation, policy and guidance:

- Strategic Environmental Assessment / Sustainability Appraisal (SEA/SA) – required by The Environmental Assessment of Plans and Programmes Regulations 2004 and the PPG on SEA/SA;
- Habitats Regulations Assessment (HRA) – required by the Conservation of Habitats & Species Regulations 2017 and the PPG on Appropriate Assessment;
- Health Impact Assessment (HIA) – recommended by the PPG on Healthy & Safe Communities;
- Equalities Impact Assessment (EqIA) – required by the Equality Act 2010.

6.54 Alongside the Proposed Submission Local Plan, an Integrated Impact Assessment (IIA) Report has been prepared for consultation (Appendix E). This report assesses the likely effect of the Proposed Submission Local Plan together with reasonable alternative spatial strategies and policy approaches.

Submission of Local Plan and Examination

6.55 Following consultation, it is proposed that the Proposed Submission Local Plan be submitted, along with its associated documents, and representations received during Regulation 19 consultation to the Secretary of State, for independent examination.

6.56 Regulation 22 prescribes that the following documents must be submitted along with the plan for examination:
- The sustainability appraisal report (or IIA);
- A submission policies map
- A statement setting out who was invited to make representations on the plan at Regulation 18 consultation stage, how those representations were invited, a summary of the main issues raised; how the representations were taken into account; and the number of representations made under Regulation 20 (in response to consultation at Regulation 19 stage) and a summary of the main issues raised;

- Copies of all representations made under Regulation 20 (in response to consultation at Regulation 19 stage); and
- Such supporting documents which the Council considers are relevant to the preparation of the plan (these will include the evidence base).

6.57 Following submission, an Inspector will be appointed by the Secretary of State who will undertake a rigorous examination of the plan to determine whether the plan to ensure compliance with legal and procedural requirements and to determine its soundness. A plan is considered 'sound' if it meets the criteria in paragraph 6.5.

6.58 An independent programme officer will act as the liaison contact between the Inspector, the Council and those who have made representations during the examination. A dedicated examination webpage will be maintained with all relevant documents and correspondence publicly available.

6.59 Any person making a representation on a Regulation 19 Local Plan can request participation in the examination hearings. The Inspector decides which matters require discussion at hearings and who needs to attend, but those seeking changes to the plan have a right to appear and be heard in relation to matters the Inspector considers should be examined through hearing sessions. Written representations are also taken account of by the Inspector.

6.60 As part of the examination process, the Council can ask the inspector to recommend main modifications to the plan where necessary to make the plan sound and legally compliant. The examination is a rigorous process, and it is highly likely that the Inspector will find that some modifications are required. This is entirely normal and adds to the robustness to the Plan.

6.61 The Inspector will be asked to recommend such modifications as part of the examination of this Local Plan. The Inspector agrees the text of the proposed main modifications with the Council, based in most cases on discussion at the hearing sessions. The Council is then required to undertake sustainability appraisal as necessary and public consultation (minimum six weeks) on the proposed main modifications. The Inspector considers any representations on the main modifications as part of the examination.

6.62 At the end of the examination the Inspector produces a report for the Council setting out recommendation(s) and the reasons for them. The Council must publish this report. The report is not binding on the Council but the Council may not adopt an unsound plan.

6.63 The legislation allows for three possible outcomes to the examination:

1. The Inspector finds that the plan is sound and legally compliant as submitted: in these circumstances the Inspector must recommend that the plan is adopted;
2. The Inspector finds that the plan is unsound and/or legally non-compliant as submitted, but that it is possible to make it sound and legally compliant by making ‘main modifications’ to it. In these circumstances the Inspector must recommend the necessary modifications. The

modifications must relate directly to the reasons why the Inspector has found the plan unsound or legally non-compliant; and,

3. The Inspector finds the plan unsound and/or legally non-compliant as submitted, and that it is not possible to make it sound and legally compliant by making modifications to it.

6.64 Following receipt of a report that finds the plan sound the Council will be able to formally adopt the plan in line with the Inspector's recommendation. Full Council will then be asked to formally adoption the plan.

6.65 Upon adoption, the plan will replace the 2017 Haringey Local Plan Development Plan Documents listed in paragraph 6.14. It will then become the Council's principal statutory planning document alongside the London Plan, North London Waste Plan and Highgate Neighbourhood Plan.

6.66 Upon publication of the Regulation 19 plan, can begin giving it weight in planning decisions in accordance with Policy DM4 of the NPPF 2026. Weight is not automatic but relevant policies in the plan may be given weight according to:

a. The stage of preparation of the emerging plan (the more advanced its preparation, the greater the weight that may be given);

b. The extent to which there are unresolved objections to relevant policies (the less significant the unresolved objections, the greater the weight that may be given); and

c. The degree of compliance of the relevant policies with the policies for plan-making in the NPPF 2026 (the closer the policies in the emerging plan to the policies, the greater the weight that may be given to them).

6.67 For policies and proposals where the evidence base is robust, policies are consistent with national policy and there are limited unresolved objections the Council may be able to give moderate weight as material consideration to be considered along the statutory development plan.

Duty to Cooperate

6.68 The statutory Duty to Cooperate has been revoked as part of the Government's recent planning reforms and no longer forms a separate legal test for Local Plan examination. However, local planning authorities are still expected to demonstrate effective cross-boundary cooperation on strategic planning matters in accordance with national policy. The Council has engaged constructively and on an ongoing basis with neighbouring authorities, statutory bodies and infrastructure providers throughout plan preparation. This engagement will continue through publication, submission and examination.

Local Plan costs

6.69 The preparation of a Local Plan is a statutory function of the Council and is required by planning legislation. However, unlike some local government functions, there is no dedicated ongoing government funding stream specifically provided to cover the costs of Local Plan preparation. As a result, the

substantial costs associated with evidence gathering, consultation, and examination must generally be met from the Council's existing budgets. It should also be noted that planning application fees cannot be used to fund Local Plan preparation, as fee income is intended to support the development management function, including the processing and determination of planning applications, rather than plan-making activities.

6.70 Since starting work on the New Local Plan in 2020, the Council has incurred costs of circa £400k in preparing a robust and proportionate evidence base to support the plan and £40k on engagement and consultation activities. To minimise costs, the Council has prepared as much evidence in-house as possible, taking account of available staff resource and expertise.

6.71 The Planning Policy Team has been successful in obtaining over £300k MHCLG external grant funding to support elements of the Local Plan process, helping to minimise the financial burden on the Council and its residents. The key grants obtained were £228k of Local Plans Funding in March 2025 and £36k of Legacy Local Plans funding in March 2026.

6.72 The Council will incur further costs consulting on the Proposed Submission Local Plan and in relation to its examination. The likely further cost to the end of 2027/28 is estimated at between £100k and £200k with the principal cost being fees of the appointed Inspector. The exact level of cost will depend upon the length and complexity of the examination and whether any additional work is required by the Inspector. Costs incurred with be met through the existing service budget.

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

7.1 The Proposed Submission Local Plan is cross-cutting and sets out a comprehensive placemaking framework for Haringey that contributes to the delivery of all six ‘Calls to Action’ from the Borough Vision. The Local Plan includes a spatial vision for the borough which is complementary to the Council’s overall vision for Haringey and which focuses on how development and land use change will secure positive placemaking outcomes.

7.2 The approval of the Proposed Submission Local Plan for consultation and subsequent submission will help progress the New Local Plan towards adoption, which is listed as an activity in both the “Homes for the future” and “Place and economy” theme of the Corporate Delivery Plan 2024-2026.

7.3 The Proposed Submission Local Plan will support the delivery of the visions outlined in Shaping Wood Green and Shaping Tottenham as well as the following Council plans and strategies:

- Climate Change Action Plan 2021
- Walking and Cycling Action Plan 2022
- Housing Strategy 2023
- Parks and Greenspaces Strategy 2023

- Opportunity Haringey Inclusive Economy Framework 2023
- Health and Wellbeing Strategy 2023
- Culture Strategy 2024

Carbon and Climate Change

8.1 The Proposed Submission Local Plan seeks to deliver three overarching placemaking objectives, the third of which is: “a Sustainable and Resilient Place, with strong communities, a regenerating natural environment and on target to be net zero carbon by 2041”.

8.2 To help achieve this the plan contains a substantially enhanced approach to reducing carbon and increasing sustainability. This approach is embedded throughout the entire plan which has seeks to deliver a sustainable pattern of development which encourages a shift to sustainable modes of transport.

8.3 The plan is supported by a new strategic policy requiring all development in the borough to achieve a Zero Carbon balance. To deliver this, proposals will be required to minimise embodied carbon emissions in accordance with a new Embodied Carbon Hierarchy, minimise waste by applying new Circular Economy Principles, and achieve net zero operational carbon by following a new Operational Carbon Hierarchy.

9 Statutory comments

Finance

9.1 This report seeks Cabinet approval of the recommendations set out in Sections 3.1 and 3.2 relating to the Council's proposed Haringey Local Plan. The Local Plan is the Council's principal statutory planning document for the borough and sets out the vision, strategic objectives, and planning policies that will guide future development and land use across Haringey. The importance and purpose of the Local Plan are outlined in Section 6.5 of this report.

9.2 The Council's current Local Plan documents were adopted in July 2017. Subject to Cabinet approval and a successful examination process, the new Local Plan will replace the existing adopted Local Plan.

9.3 Preparation of the new Local Plan commenced in 2020. Since then, the Council has incurred expenditure of approximately £440,000 on evidence base studies, consultation activities, and other costs associated with the plan-making and examination process. These costs have been funded through the Spatial Planning service budget and external grants secured from the Ministry of Housing, Communities and Local Government.

9.4 Further expenditure of up to £200,000 is anticipated to support consultation activities and the examination process, including fees payable to the appointed Planning Inspector. These costs will be funded from the service budgets committed for the Local Plan, and external grants from MHCLG. The Proposed Submission Local Plan will provide the strategic framework for delivering the Council's vision for the borough, setting out a comprehensive

placemaking approach to guide future growth and development across Haringey.

9.5 The Plan will contribute to the delivery of all six priorities within the Borough's Vision by establishing a robust planning policy framework to support sustainable development, investment, regeneration, housing delivery, environmental improvements, and the creation of thriving communities.

Legal

9.6 The Director of Legal and Governance has been consulted in the preparation of this report. As the new Local Plan has progressed through the statutory stages of preparation, it has been the subject of a number of previous reports. The most recent was to Cabinet on 16 September 2025 seeking approval to consult on the draft Local Plan in accordance with regulation 18 of the Regulations.

9.7 This report now seeks Cabinet approval of the updated Local Development Scheme and seeks a recommendation from Cabinet to Full Council that the Proposed Submission Haringey Local Plan be approved for public consultation.

9.8 The decision to approve the Local Development Scheme and all Local Development Documents is an Executive decision that can be exercised by Cabinet in accordance with Part 3, Section C of the Constitution. The Constitution reserves the approval of Development Plan Documents, including the Local Plan prior to submission to the Secretary of State, to Full Council (Part 3, Section B of the Constitution).

9.9 The Director of Legal and Governance notes that the recommendations include delegated authority for the Director of Built Environment & Highways, in consultation with the Cabinet Member for Housing, to make minor, non-material amendments to the Proposed Submission Local Plan and supporting documents prior to publication and, following consultation, prior to submission to the Secretary of State, provided such amendments do not materially alter the Plan's strategy, policies or site allocations.

9.10 The statutory requirements and national planning policies/guidance to be followed/have regard to in respect of the preparation and consultation on the draft new Local Plan are set out in detail, in paragraph 6 of this report.

9.11 Cabinet is asked to note the consultation responses received during the Regulation 18 draft Local Plan consultation and the Council's response to those comments. In considering the recommendations, Cabinet should have regard to those representations and the officer assessment of them as set out in Appendix B. The Courts have held that a decision maker must consider consultation responses with 'a receptive mind' and be prepared to change course if persuaded by a response, but is not under a duty to adopt the views of consultees.

Equality

9.12 The Council has a Public Sector Equality Duty under the Equality Act 2010 to have due regard to the need to:

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

9.13 An Equality Impact Assessment (EqIA) has been undertaken to assess the likely impacts of the Proposed Submission Local Plan on people with protected characteristics and those experiencing socioeconomic disadvantage. The EqIA concludes that the plan is expected to have predominantly positive impacts across protected groups through the delivery of affordable housing, accessible and adaptable homes, inclusive design, improved access to employment and training opportunities, enhanced community infrastructure, public realm improvements, sustainable transport measures and improved access to green infrastructure and open space. These measures are expected to particularly benefit disabled people, older people, children and young people, women, ethnic minority communities and lower-income households.

10 Use of Appendices

Appendix A; Local Development Scheme November 2026
Appendix B: Draft Local Plan Consultation Report
Appendix C: Proposed Submission Local Plan
Appendix D: Proposed Submission Local Plan Policies Map
Appendix E: Integrated Impact Assessment (IIA) of Proposed Submission Local Plan
Appendix F: Strategic Planning Committee comments (to follow 2 November 2026 Strategic Planning Committee)

11 Background papers

Haringey Local Plan (July 2017):

- Strategic Policies
- Development Management DPD
- Site Allocations DPD
- Tottenham Area Action Plan

London Plan 2021 (March 2021)

Draft London Plan (July 2026)

Local Development Scheme (March 2025)

Haringey 2035: Our Vision (October 2024)

Haringey Corporate Delivery Plan 2024-2026 (July 2024)

Haringey Statement of Community Involvement (2017)

Report for: Council's Cabinet on 10 November 2026

Item number: **12**

Title: Council's School Admission Arrangements for the academic year 2028/29 – consultation

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

Lead Officers: Jack Newton, Director for Schools and Learning & SEND, Jack.Newton@haringey.gov.uk

Carlo Kodsi, Head of Admissions and School Organisation, Carlo.Kodsi@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key

1. Describe the issue under consideration.

1.1. This report seeks Cabinet approval to commence the statutory consultation on Haringey's school admission arrangements for the 2028/29 academic year. The consultation will cover admission arrangements for all community and voluntary controlled (VC) schools, including nursery, infant, junior, primary, secondary, and sixth form provision for which the Council is the admission authority.

1.2. In accordance with the School Admissions Code (2021), Haringey undertakes an annual review of its admission arrangements and consults where required on proposed changes. The Council has adopted a practice of consulting annually, irrespective of whether substantive changes are proposed, to promote transparency and ensure that parents, carers, schools, governing bodies, neighbouring authorities, diocesan bodies and other interested stakeholders have the opportunity to comment on the arrangements. This approach enables emerging local issues and stakeholder views to be considered as part of the formal determination process.

1.3. The annual admissions timetable requires Cabinet to consider consultation proposals in the autumn term. Following the consultation period, the outcomes and any representations received are reported back to Cabinet in February 2027, at which point Cabinet will be asked to formally determine the admission arrangements for implementation in the 2028/29 academic year.

1.4. For the 2028/29 admissions round, no changes are proposed to the oversubscription criteria, admissions policies, or Pan-London coordinated admission schemes that apply to Haringey's community and voluntary controlled primary, junior and secondary schools. However, Cabinet is asked to approve consultation on a proposed reduction to the Published Admission Number (PAN) at **St Mary's CE Primary School (N8)** from 60 to 30 places. This is the only school for which a PAN change is proposed and forms part of the Council's ongoing strategic response to changing demographic trends and school place demand across the borough.

1.5. The governing body of St Mary's CE Primar School (N8) proposes this reduction, recognising that it will help to reduce surplus capacity and enable resources to be deployed more effectively, while maintaining high-quality educational provision. The proposal is intended to support the school's long-term educational and financial

sustainability by ensuring that staffing and budget decisions better reflect the number of pupils on roll. As St Mary's CE Primary School is its own admission authority, the governing body has agreed that the Council should undertake the statutory consultation on its behalf, with the outcome of the consultation informing the final decision-making process.

1.6. The proposal is set against a backdrop of sustained reductions in the primary-aged population, driven principally by declining birth rates, changing housing patterns and outward migration from London. These demographic changes have resulted in a significant reduction in demand for reception places across the borough and have required the Council, working in partnership with schools, to review the organisation and capacity of the school estate. Over recent years, a number of schools have reduced their PANs to better align capacity with projected demand and to support the long-term sustainability of educational provision.

1.7. While the impact of falling rolls initially affected the primary phase, demographic trends are increasingly beginning to influence demand for secondary school places. There are currently 146 unfilled places within existing Year 7 cohorts across Haringey's secondary schools. In addition, the current Year 6 to Year 7 transfer cycle indicates that there are presently 159 vacant Year 7 places available for September 2026 entry. This represents a significant shift when compared with previous years, when additional capacity, including bulge classes and temporary PAN increases, was required to meet parental demand and fulfil the Council's statutory duty to secure sufficient school places. The emerging pattern suggests that parts of the secondary sector are moving from a position of capacity pressure to one of increasing surplus provision.

1.8. In response to these changes, a number of secondary schools have already implemented reductions to their Published Admission Numbers. Heartlands High School reduced its PAN from 240 to 210 with effect from September 2025. Hornsey School for Girls reduced its PAN from 162 to 135 with effect from September 2026. In addition, Park View School will reduce its PAN from 189 to 180 from September 2027, and both Highgate Wood School and Gladesmore Community School will reduce their PANs from 243 to 240 from the same admissions year. These changes have been implemented to better align school capacity with projected demand, support financial sustainability and maintain stable staffing and curriculum structures.

1.9. Alongside these PAN reductions, secondary schools have reviewed their curriculum and staffing models to ensure they remain financially sustainable. Historically, several Haringey secondary schools operated a planning model based on average class sizes of 27 pupils. Through engagement with staff and recognised trade unions, schools have agreed revised class size arrangements based on cohorts of up to 30 pupils per teaching group. This aligns more closely with national funding assumptions and Department for Education (DfE) expectations regarding efficient school organisation and resource utilisation.

1.10. The PAN reductions approved for implementation from September 2027 (Park View, Highgate Wood and Gladesmore) were therefore designed to facilitate a managed transition from admission structures based on average class sizes of 27 pupils to structures based on 30 pupils per class. This approach enables schools to maintain educational standards whilst achieving greater financial resilience, improved curriculum efficiency and more sustainable staffing arrangements. These changes were subject to consultation and were formally determined through the Council's admissions decision-making process in the previous admissions cycle.

1.11. The proposed consultation forms part of the Council's wider approach to school place planning and delivery of the Borough's Education Strategy. The Council has a statutory

duty to ensure a sufficient supply of high-quality school places whilst also supporting the long-term sustainability of schools. Through ongoing engagement with headteachers, governing bodies, academy trusts and other stakeholders, the Council continues to monitor demographic trends, forecast future demand and identify opportunities to strengthen resilience across the education system. This strategic approach seeks to ensure that school capacity remains aligned to pupil demand, public resources are used effectively, and schools are well placed to continue delivering high-quality educational outcomes for children and young people in Haringey.

2. Cabinet Member Introduction

2.1. All schools are required to have clearly defined admission arrangements that set out how children are admitted, including the oversubscription criteria that apply where applications exceed the number of places available. Admission arrangements are proposed and determined by the relevant admission authority. For community and voluntary controlled (VC) schools within Haringey, the Council acts as the admission authority and is responsible for consulting upon and determining those arrangements in accordance with statutory requirements.

2.2. Each local authority is also required to publish a coordinated admissions scheme which sets out the processes and timescales that must be followed by all schools and academies for Reception, junior and secondary transfer admissions. These arrangements ensure that school places are allocated in a fair, transparent and efficient manner and that parents receive a single offer of a school place through a coordinated process.

2.3. As the local authority, Haringey has a statutory duty to secure sufficient school places and ensure that children and young people can access high-quality education provision. Alongside this duty, the Council must also consider the efficient use of educational resources and the long-term sustainability of the school estate. Like many London boroughs, Haringey continues to experience significant demographic change, characterised by declining birth rates and reduced demand for school places, particularly within the primary phase.

2.4. School funding is largely driven by pupil numbers through the National Funding Formula. Where schools experience sustained reductions in enrolment, this can have a significant impact on their financial position and their ability to maintain staffing structures, curriculum breadth and operational resilience. As a result, the Council has worked closely with schools, governing bodies, academy trusts and diocesan partners over recent years to ensure that school capacity remains aligned with projected pupil demand.

2.5. Significant work has already been undertaken across the borough to respond to changing demographics and falling rolls. In recent admissions cycles, a number of schools have reduced their Published Admission Numbers (PANs) following consultation and formal determination processes. These measures have helped to align capacity with demand, support financial sustainability and ensure the efficient use of educational resources across the borough. In addition, several secondary schools have implemented organisational changes, including revised class size models, to strengthen their long-term resilience in the context of declining pupil numbers.

2.6. For the 2028/29 admissions round, no changes are proposed to the oversubscription criteria, admissions policies, or coordinated admissions schemes for Haringey's community and voluntary controlled schools. The only proposed change is a reduction in the Published Admission Number (PAN) at St Mary's CE Primary School (N8) from 60 to 30 Reception places. This proposal reflects the continued decline in demand for

primary places within the local area and seeks to ensure that the school's capacity is better aligned with current and projected pupil numbers.

2.7. The Council will continue to work closely with school leaders, governing bodies, diocesan representatives and other stakeholders to monitor demographic trends and support the effective planning of school places across the borough. This collaborative approach forms an important part of the Council's wider Education Strategy, ensuring that schools remain financially sustainable, educationally effective and well placed to meet the needs of their communities.

2.8. This report seeks Cabinet approval to initiate a six-week statutory consultation. Further details of the proposals are set out in paragraph 3 below.

3. Recommendations

3.1. Cabinet is asked to:

3.1.1. **Agree** to consult on the proposed admission arrangements for Haringey's community and voluntary controlled schools for the 2028/29 academic year, including the coordinated schemes for the admission of children to primary and secondary schools.

3.1.2. **Agree** to consult on the proposed fair access protocol[1] which, subject to Cabinet approval following consultation, will come into effect from **1 March 2027**

3.1.3. **Agree** to consult with stakeholders on the school's proposal to reduce the Published Admission Number (PAN) at St Mary's CE Primary School (N8) from 60 to 30 Reception places with effect from the 2028/29 academic year. The proposal has been developed in response to continuing reductions in demand for primary school places and seeks to ensure that school capacity remains aligned with projected pupil numbers and the efficient use of educational resources.

3.1.4. **Note** that, following the consultation period, a further report will be presented to Cabinet summarising the representations received and recommending the final admission arrangements for determination in accordance with the statutory timetable.

4. Reasons for decision

4.1. In common with many London boroughs, Haringey has experienced a sustained decline in demand for Reception places over a number of years. This trend has been driven by a combination of factors, including falling birth rates, changes in migration patterns, housing affordability pressures, rising living costs and demographic changes across London. These factors are largely outside the Council's control and are not reflective of the quality, performance or leadership of individual schools.

4.2. The reduction in demand for primary school places has resulted in increasing levels of surplus capacity across parts of the borough. As the admission authority for community and voluntary controlled schools, the Council has a statutory responsibility not only to secure sufficient school places but also to ensure that school places are planned and maintained efficiently. In response, the Council has worked closely with schools,

[1] In line with para. 3.14 of the Code, each local authority must have a Fair Access Protocol to ensure that unplaced and vulnerable children, and those who are having difficulty in securing a school place in-year, are allocated a school place as quickly as possible.

governing bodies, academy trusts and diocesan partners to review pupil place planning data and implement appropriate measures to align capacity with demand.

4.3. A report on managing School rolls and maintaining educational standards in London published by London Councils in January 2026 provides further context on the challenges facing local authorities and schools across the capital. The report highlights the financial and operational pressures created by falling pupil numbers and the importance of maintaining a sustainable school estate that is responsive to changing demographic conditions.

4.4. Whilst the most significant impact of falling rolls has been felt within the primary phase, similar demographic trends are now beginning to emerge within the secondary sector. This contrasts with previous years when additional capacity was required to meet demand. Consequently, the Council continues to monitor both primary and secondary pupil forecasts closely to ensure that school place provision remains aligned to projected need.

4.5. In recent years, a number of schools have already reduced their Published Admission Numbers (PANs) following consultation and formal determination through the Council's admissions processes. At the secondary phase, Heartlands High School reduced its PAN from 240 to 210 from September 2025, Hornsey School for Girls reduced its PAN from 162 to 135 from September 2026, and Park View School, Highgate Wood School and Gladesmore Community School will implement previously approved reductions from September 2027. These decisions have already been taken and do not form part of the proposals contained within this report.

4.6. For the 2028/29 admissions round, no changes are proposed to the oversubscription criteria, admissions policies, coordinated admissions schemes or the Published Admission Numbers of any secondary school. The only proposed change is a reduction in the Published Admission Number (PAN) at **St Mary's CE Primary School (N8)** from **60 to 30 Reception places**.

4.7. The proposed PAN reduction at St Mary's CE Primary School reflects the continued decline in demand for Reception places within the local area and seeks to ensure that school capacity more accurately reflects current and forecast pupil numbers. Reducing the PAN would help to minimise surplus places, support the efficient use of resources and contribute to the long-term sustainability of the school's educational and financial planning arrangements.

4.8. The proposal has been developed as part of the Council's wider school place planning strategy, which seeks to balance parental preference, sufficiency of school places and the efficient use of public resources. Forecasts indicate that a PAN of 30 would continue to provide sufficient capacity to meet anticipated local demand whilst maintaining access to high-quality school provision for families in the area.

4.9. The consultation proposed in this report will provide parents, carers, schools, governing bodies, diocesan authorities, neighbouring local authorities and other interested stakeholders with an opportunity to comment on the proposed reduction to the Published Admission Number at St Mary's CE Primary School and on the wider admission arrangements for the 2028/29 academic year. Following the consultation, all representations received will be carefully considered before final recommendations are presented to Cabinet for determination in accordance with the statutory admissions timetable.

5. Alternative options considered

5.1. No changes are proposed to the oversubscription criteria, admissions policies or coordinated admissions schemes for Haringey's community and voluntary controlled schools for the 2028/29 academic year. The Council has reviewed the current arrangements and considers that they continue to provide a fair, transparent and legally compliant framework for the allocation of school places. Accordingly, no alternative changes to admissions criteria are being proposed as part of this consultation.

5.2. In developing the proposals set out in this report, the Council considered whether existing school capacity should be maintained at current levels despite the continuing decline in demand for Reception places. However, retaining surplus capacity where there is no forecast need would result in an inefficient use of educational resources and could increase financial pressures on schools already managing the impact of falling rolls.

5.3. The Council therefore considers that a reduction in the Published Admission Number (PAN) at **St Mary's CE Primary School (N8)** from **60 to 30 places** represents a proportionate and appropriate response to local demographic trends. The proposal would better align the school's admission capacity with current and projected demand while preserving parental choice and ensuring sufficient Reception places remain available within the local area.

5.4. The proposed PAN reduction should also be viewed within the context of the wider school place planning measures that have already been implemented across the borough. In recent years, a number of schools have reduced their PANs following consultation and formal determination processes in order to address declining pupil numbers and support long-term sustainability. Those decisions have already been taken and are not the subject of this report.

5.5. The Council recognises that PAN reductions are only one mechanism available to support the long-term sustainability of schools. Other approaches include greater collaboration between schools through partnerships, federations, shared leadership arrangements and other forms of joint working. The Council continues to work closely with schools, governing bodies, academy trusts and diocesan partners to explore opportunities that strengthen resilience across the education system and ensure high-quality education provision is maintained across the borough.

5.6. More significant options, such as school amalgamations or closures, have also been considered by local authorities across London where levels of surplus capacity have become unsustainable. Whilst Haringey has previously undertaken statutory processes to address surplus places within parts of the primary sector, no such proposals are being brought forward as part of this consultation. The Council considers that the proposed PAN reduction at St Mary's CE Primary School represents the most proportionate response at this stage, balancing the need for sustainable provision with the continued availability of sufficient school places for local families.

6. Background information

6.1. **Why do we consult?** - This report seeks approval to commence consultation on Haringey's proposed admission arrangements for the 2028/29 academic year. The consultation will ensure that the Council's admission arrangements and coordinated admissions schemes are reviewed and determined in accordance with the requirements of the School Admissions Code 2021 ("the Code") and all relevant legislation.

6.2. The Code requires admission authorities to consult on their admission arrangements where changes are proposed. Where no changes are proposed, admission authorities must consult at least once every seven years. In addition, paragraph 1.42 of the Code requires admission authorities to undertake statutory consultation where a reduction in a school's Published Admission Number (PAN) is proposed.

6.3. The Council is the admission authority for all community and voluntary controlled (VC) schools maintained by the local authority and is therefore responsible for consulting on and determining the admission arrangements for those schools.

6.4. Maintaining a fair, transparent and objective admissions system is a key statutory responsibility of the Council. Admission arrangements must be clear, reasonable, procedurally fair and compliant with all relevant legislation, including equalities legislation. Admission authorities must ensure that admission arrangements do not directly or indirectly disadvantage children with protected characteristics, including those with special educational needs and disabilities, or children from particular social or ethnic groups.

6.5. Academies, foundation schools and voluntary aided (VA) schools are their own admission authorities and are responsible for consulting on and determining their own admission arrangements. The Council nevertheless has a statutory role in coordinating admissions across the borough and monitoring arrangements to ensure compliance with the Code. All admission authorities must maintain clearly defined admission arrangements that specify how places will be allocated where applications exceed the number of places available.

Fair Access Protocol (FAP)

6.6. An in-year fair access protocol has been agreed with all schools in Haringey to ensure unplaced children, especially the most vulnerable, are offered a school place without delay. This is a statutory requirement set out in the Code. In using the protocol, Haringey ensures that these children and young people are shared fairly across all Haringey schools and that this process is open and transparent.

6.7. All Haringey schools, including schools that are their own admission authority continue to support the principles and approach of the fair access protocol. Paragraph 3 at Appendix 5 sets out that “it is essential to the success of the fair access protocol that all headteachers and governing bodies agree to the aims, principles and procedures and give their fullest support.” As part of this consultation, we ask key stakeholders (headteachers and governing boards) to review the protocol in order to make an assessment of its effectiveness. In line with para. 3.30 (b) of the Code, there is a requirement on all Local Authorities to assess their effectiveness of fair access protocols including how many children were admitted to each school under it. An annual report is produced and sent to the Office of the Schools Adjudicator with this information.

6.8. *Is there any change this year and what is the potential risk?* The Council continues to experience a sustained decline in demand for primary school places as a result of wider demographic changes affecting Haringey and London more generally. This has led to increasing levels of surplus capacity across parts of the primary sector and has required the Council to review school place provision to ensure that capacity remains aligned with forecast demand.

6.9. In recent years, the Council has worked with schools, governing bodies, academy trusts and diocesan partners to implement a number of PAN reductions across both the primary and secondary sectors. Those changes have already been consulted upon and

formally determined through previous admissions cycles and are not the subject of this consultation.

6.10. For the 2028/29 admissions round, the only proposed change to Published Admission Numbers (PAN) is at St Mary's CE Primary School (N8). The proposal has been brought forward in response to a sustained reduction in demand for Reception places within the school's local planning area and seeks to align the school's capacity more closely with projected pupil numbers.

6.11. The governing body supports the proposed reduction, recognising that it will help to reduce surplus capacity and enable resources to be deployed more effectively, while maintaining high-quality educational provision. The proposal is intended to support the school's long-term educational and financial sustainability by ensuring that staffing and budget decisions better reflect the number of pupils on roll.

6.12. School leaders and governors have been monitoring declining local demand for a number of years and consider that a lower PAN is now appropriate. The reduction will help the school avoid maintaining unnecessary capacity, allowing it to focus resources more effectively on teaching, learning and school improvement, while retaining an appropriate number of Reception places to meet anticipated demand.

6.13. The governing body has confirmed its support for the proposal and will continue to keep local demand under review. Should demand for places increase in future years, there is flexibility within the admissions framework to increase the PAN or admit above PAN on either a temporary or permanent basis. While reducing PAN requires consultation and formal decision-making processes, increases can be implemented more readily in response to changing local circumstances.

6.14. The Council recognises that St Mary's CE Primary School is its own admission authority. The governing body has delegated responsibility for undertaking the PAN reduction consultation to the Local Authority, with the final decision to be taken by Cabinet. The governing body does not intend to propose any other changes to its admission arrangements for 2028/29 and therefore will not be consulting on any amendments to its oversubscription criteria. The governing body has agreed to keep pupil-place demand under review and, if required, can increase its PAN or provide additional places on a temporary basis.

6.15. The Council considers that the proposed reduction represents a proportionate and evidence-based response to current demographic trends and declining demand for Reception places in the area. The reduction would continue to ensure sufficient school places are available locally while supporting the efficient use of public resources. Subject to the outcome of the consultation, Cabinet will be asked to approve the revised PAN as part of the determination of the 2028/29 admission arrangements.

Table 1 - Proposed amendment to Published Admission Number (PAN)

School	Current PAN	Proposed PAN for 2028	Reduction
St Mary's CE Primary School (Infant)	60	30	-30

St Mary's CE Primary School (Infant)

6.16. St Mary's CE Primary School (N8) is a voluntary aided Church of England primary school located within Planning Area 2. The school currently has a Published Admission

Number (PAN) of 60 Reception places, equivalent to two forms of entry. As part of the Council's ongoing review of school place provision and admission arrangements, it is proposed that the PAN is reduced from 60 to 30 Reception places with effect from the 2028/29 academic year.

6.17. The proposal builds on action already taken to manage capacity at the school in response to falling demand for Reception places. Following significantly lower than anticipated applications for September 2026 entry, the school, supported by the Council, submitted an application to the Office of the Schools Adjudicator (OSA) for an in-year variation[2] to temporarily reduce its PAN from 60 to 30 places. The Schools Adjudicator approved the request, recognising the local demographic circumstances and reduced demand for places within the area. The temporary reduction will take effect from September 2026 and has provided a practical and evidence-based approach to aligning capacity with local demand.

6.18. The school is now seeking to make this reduction permanent through the statutory admissions consultation process. The proposal is informed by continued analysis of pupil forecasts, application patterns and demographic trends, all of which indicate that demand for Reception places within Planning Area 2 remains significantly below the level required to sustain a two-form-entry intake at the school.

6.19. Forecasting data indicate that there is sufficient primary school capacity within Planning Area 2 and the surrounding area to meet anticipated demand over the medium term without maintaining a PAN of 60 places at St Mary's CE Primary School. Current projections suggest that demand will remain below previous levels throughout the forecast period and that there is no additional need for Reception capacity between 2025 and 2030. Consequently, it is becoming increasingly challenging for the school to consistently recruit enough pupils to support two Reception classes.

6.20. The proposal is also informed by the requirements of infant class size legislation, which limits infant classes to a maximum of 30 pupils per qualified teacher. Retaining a PAN of 60 where pupil numbers fluctuate only marginally above 30 can create significant operational and financial challenges, as the school may be required to employ an additional teacher to comply with statutory class size requirements despite having relatively small overall cohorts. A PAN of 30 would provide greater certainty for curriculum, staffing and financial planning and would better reflect the number of places likely to be required locally.

Can any risk be mitigated?

6.21. The proposed reduction in the Published Admission Number (PAN) at St Mary's CE Primary School (N8) is intended to align the school's capacity more closely with current and projected demand for Reception places. Failure to adjust capacity where there is sustained surplus provision may place additional financial pressure on schools, as funding is largely driven by pupil numbers. Maintaining excessive surplus places can therefore impact a school's ability to plan effectively and maintain long-term financial sustainability.

6.22. The School Admissions Code requires admission arrangements, including PANs, to be determined at least 18 months before implementation. Consulting on the proposed PAN reduction for the 2028/29 admissions round provides sufficient time for the school to plan appropriately for implementation and ensures that parents, carers and other

[2] The Office of the Schools Adjudicator has jurisdiction to consider a proposed reduction of PAN via an in-year variation request.

stakeholders have an opportunity to comment on the proposal before a final decision is taken.

6.23. The proposed reduction has been developed in response to local demographic and pupil forecasting data, which indicate a continuing decline in demand for Reception places in the school's local area. The Council's analysis suggests that reducing the PAN from 60 to 30 would better align capacity with anticipated demand, whilst continuing to ensure that there are sufficient school places available locally for children requiring admission.

6.24. The proposal is not expected to have an adverse impact on parental preference or access to high-quality local school provision. Current and projected school place planning data indicate that there will remain sufficient Reception places available across the local area, ensuring that families continue to have access to suitable school places within a reasonable distance of their home.

6.25. Haringey continues to benefit from a strong school system, with the vast majority of schools judged by Ofsted to be either Good or Outstanding. The proposed PAN reduction is not based on school performance considerations but is a response to demographic trends and changing patterns of demand. The Council is satisfied that sufficient high-quality provision will remain available to meet the needs of local children and families.

6.26. School place planning is a key statutory function of the Council. The Council must ensure that there are sufficient school places available whilst avoiding significant levels of surplus capacity across the school estate. Effective place planning helps to ensure that public resources are used efficiently and that schools remain sustainable and resilient over the longer term. Without regular review and adjustment of school capacity, there is a risk of either failing to meet future demand or maintaining levels of surplus provision that place unnecessary pressure on school budgets.

6.27. The proposed PAN reduction represents a proportionate response to current and forecast demand and forms part of the Council's wider strategy for managing school places across the borough. The Council will continue to monitor application patterns, birth rates and population forecasts closely. Should local demand increase significantly in the future, the school's PAN can be reviewed through future admissions consultation processes.

6.28. Further information on the Council's approach to forecasting demand and planning school places is available in the annual School Place Planning Report, which can be accessed at: **www.haringey.gov.uk/schoolplaceplanning.**

Demand for Reception places – downward trajectory

6.29. Table 2 below shows the number of Reception pupils between 2012 and 2026 in Haringey has generally been on a downward trajectory from a high of 3,259 in 2012 to 2,606 in January 2026 (equivalent to around 22 forms of entry). The latest projections from our 2026 School place planning report (SPPR) suggest demand for school places will not exceed 2,500 between 2027/28 and 2032/33.

Table 2 - Reception rolls between 2012/13 and 2025/26.

Year	Reception roll as of January	Annual change	Percentage change over previous year	As a proportion of Jan 2013
2012/13	3,259 (Jan 2013)	61	1.9%	100%

2013/14	3,139 (Jan 2014)	-120	-3.7%	96%
2014/15	3,181 (Jan 2015)	42	1.3%	98%
2015/16	3,185 (Jan 2016)	4	0.1%	98%
2016/17	3,067 (Jan 2017)	-118	-3.7%	94%
2017/18	2,979 (Jan 2018)	-88	-2.9%	91%
2018/19	3,029 (Jan 2019)	50	1.7%	93%
2019/20	2,952 (Jan 2020)	-77	-2.5%	91%
2020/21	2,934 (Jan 2021)	-18	-0.6%	90%
2021/22	2,683 (Jan 2022)	-251	-8.6%	82%
2022/23	2,720 (actual Jan 2023)	+37	1.4%	83%
2023/24	2,652 (actual Jan 2024)	-68	-2.5%	81%
2024/25	2,657 (actual Jan 2025)	+5	0.2%	82%
2025/26	2,606 (actual Jan 2025)	-51	-1.9%	80%

Source: 2012/13-2025/26 PLASC School Census

6.30. First place preferences data (which is a strong indicator of the overall demand for places) for September 2026 were lower than in September 2025. See planning area level (last year's data in brackets). PA1: 491 (526) PA2: 609 (624) PA3: 297 (331) PA4: 552 (573) PA5: 592 (598). Total first place preferences since 2020 are as follows: 2020: 3,039, 2021: 2,562, 2022: 2,658, 2023: 2,688, 2024: 2,624, 2025: 2,652, 2026: 2,541.

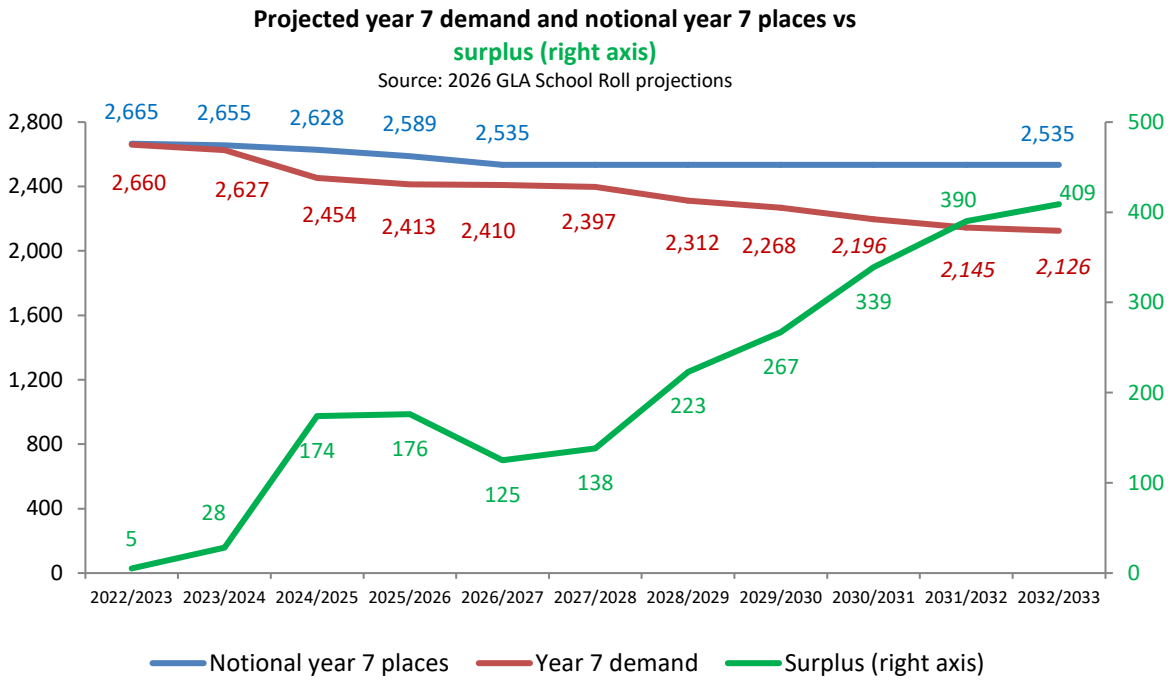
6.31. Haringey currently has a surplus of **214** Reception school places (year of entry) equivalent to around 7 forms of entry. This equates to a 7.6% surplus across our primary school estate. The 2026 School Place Planning Report (SPPR) projects further growth in primary school vacancies between 2026 and 2032 which will place a growing financial burden on Haringey primary schools.

6.32. Pupil numbers can fluctuate year on year, but the aim is to have 5-10% vacancies which will ensure there will be places to meet parental demand in each planning area and for those moving in mid-year, and secure stability for all schools. Having several schools with a PAN over 30 pupils above the level of their local demand means some schools attract a few pupils from further away requiring more classes to be run, but they are not economic, with a risk that if pupils join or leave, a class may need to be opened or closed. This disrupts education for all the pupils in the year group.

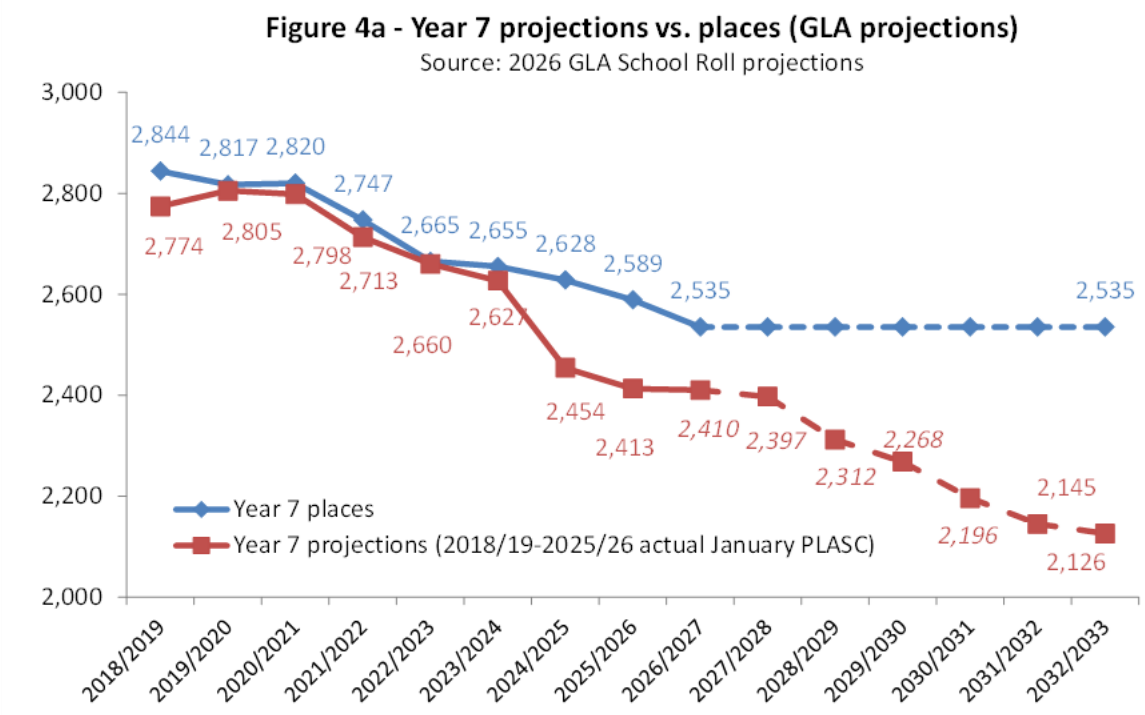
6.33. To balance school budgets, classes need to include 24 or more pupils. Schools with declining or volatile rolls face big changes in their annual budget, and consequent cuts in staff and risk financial deficit. The aim of PAN reductions is to match the operational level of schools to local demand and improve the focus of resources in each school on their pupils and reduce the risk of deficits. Meanwhile the physical capacity will remain available if demand rises, when it is possible to increase the PAN immediately, without consultation. It is considered prudent that in future PANs may be increased temporarily a year at a time, whilst parental demand is kept under review.

Demand for Year 7 places

6.34. A secondary place planning briefing was produced in2024 for all Secondary Headteachers prior to the publication of the 2024 School Place Planning report (SPPR) in June 2024. The data shown below has been reproduced showing the latest 2026 projections and reflecting changes in secondary capacity as shown below. Reducing our Y7 capacity to 2,535 from 2026 onwards has reduced the number of surplus place but further reductions in capacity are required.



6.35. The latest data from the 2026 SPPR (Figure 4a) which features the latest projections from the GLA are shown below:

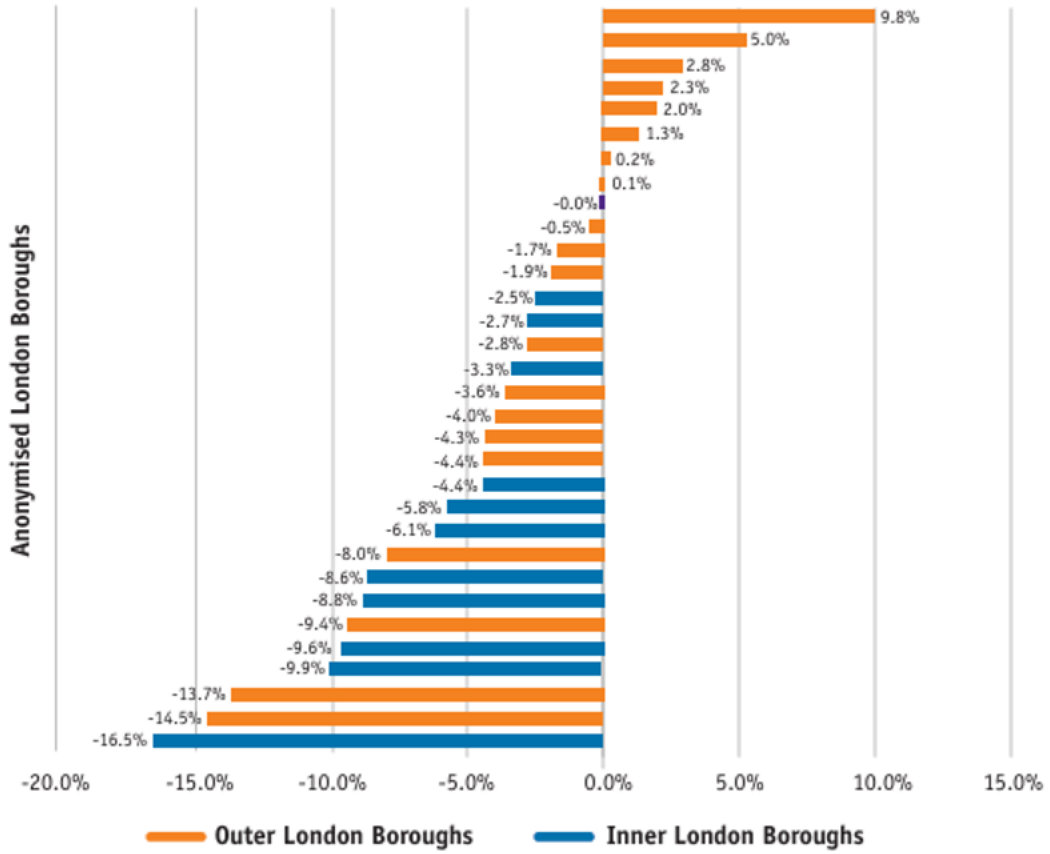


6.36. They show little material difference in the predominant issue of growing surpluses in Year 7 between now and the end of the decade (339 places). The 2026 projections are based on a new secondary PAN of 2,535 following the permanent reduction in capacity at Heartlands High from 2025 (240 to 210) and reductions in PAN at Hornsey school for Girls and at Park View in 2026 to 135 and 180 respectively.

6.37. This decline in secondary demand is not related specifically to Haringey. Data from London Councils (Graph 2) shows that only 6 boroughs are reporting an increase in projected change in Year 7 demand between 2025-26 and 2029/30 in excess of 1%. The average drop across London is 3.8%. This is important since it reduces the

likelihood of our secondary schools from being “rescued” by demand from our neighbouring boroughs.

Graph 2: **Percentage change in London Reception school places, 2025/26 to 2029/30**



Source: London Councils – Managing school rolls and maintaining education standards in London (January 2026)

6.38. The data below shows year by year projections for Year 6 and Year 7 places using the latest data from the 2026 SPPR. It shows some variability but vacancies of between 4 and 14 forms of entry (based on standard class sizes of 30) between now and the end of the decade.

6.39. Based on the above decline reductions in secondary capacity should be undertaken to bolster sustainability across the school estate and ensure the provision of places meets projected demand.

6.40. As the Year 7 surplus grows year by year there will be a sustained growth in vacancies across the entire secondary cohort. Data on 11-15 year old projections and planned places is shown below. It clearly shows surpluses across the secondary cohort growing to around 1,300-1,400 places by the end of the decade.

6.41. To put 1,000 secondary places into a Haringey context data from the May 2025 School census indicates that our existing 12 secondary settings (Y7-Y11) vary in total pupil rolls between 668 and 1,342 with an average of 1,075 and a median average of 1,108.

Table 3 - Year 6 and 7 projections and planned places (Original GLA projection data)

	Year	Number of year 7 places	Number of year 6 pupils	Number of year 7 pupils	year 7 place shortfall / surplus	% of year 7 surplus places
Actual	2018/2019	2,844	3,160	2,774	70	2.5%
Actual	2019/2020	2,817	3,073	2,805	12	0.4%
Actual	2020/2021	2,820	3,069	2,798	22	0.8%
Actual	2021/2022	2,747	2,874	2,713	34	1.2%
Actual	2022/2023	2,665	2,863	2,660	5	0.2%
Actual	2023/2024	2,665	2,825	2,627	38	1.4%
Actual	2024/2025	2,628	2,750	2,454	174	6.6%
Actual	2025/2026	2,589	2,745 (actual Jan 2026)	2,413 (actual Jan 2026)	176	6.8%
Projection	*2026/2027*	*2,535*	*2,745*	*2,410*	*125*	*4.9%*
Projection	*2027/2028*	*2,535*	*2,634*	*2,397*	*138*	*5.4%*
Projection	*2028/2029*	*2,535*	*2,597*	*2,312*	*223*	*8.8%*
Projection	*2029/2030*	*2,535*	*2,614*	*2,268*	*267*	*10.5%*
Projection	*2030/2031*	*2,535*	*2,568*	*2,196*	*339*	*13.4%*
Projection	*2031/2032*	*2,535*	*2,508*	*2,145*	*390*	*15.4%*
Projection	*2032/2033*	*2,535*	*2,401*	*2,126*	*409*	*16.1%*

Source: 2018-2026 PLASC counts and GLA 2026 School Roll projections 10 year constrained and 3/4 Model.

Table 4 - 11-15 year old projections and planned places

Year	11-15 capacity (2018/19 – 2023/24) and planned places (2024/25 – 2031/31)	Number of 11-15 year old pupils *(projections from 2024/25 onwards)*	11-15 year old place shortfall/ surplus	% surplus / shortfall of 11-15 year old places
2025/26	13,284	12,769	515	3.9%
2026/27	*13,072*	*12,573*	*499*	*3.8%*
2027/28	*12,942*	*12,396*	*546*	*4.2%*
2028/29	*12,822*	*12,191*	*631*	*4.9%*
2029/30	*12,729*	*12,050*	*679*	*5.3%*
2030/31	*12,675*	*11,794*	*881*	*7.0%*
2031/32	*12,675*	*11,562*	*1,113*	*8.8%*
2032/33	*12,675*	*11,319*	*1,356*	*10.7%*

Source: 2026 PLASC counts and GLA 2026 School Roll projections 10 year constrained and 3/4 Model

Housing development across the borough

6.42. At this stage it is unclear how much additional demand for school places will come from planned housing development. Our projections use data from the GLA (Greater London Authority) which make assumptions about the “child yield” from new developments, essentially the number of children that you might expect from the mix of proposed new housing.

6.43. In recent years and across most London boroughs these child yields have been considerably lower than anticipated. This may be in part related to the character of new properties, many of which are 1–2-bedroom apartments and which are not necessarily optimal for family living.

6.44. Further factors also include the affordability of larger housing in Haringey and across London and the additional impacts of Brexit and Covid-19, both of which have been linked to lower levels of demand for future school places as both factors have impacted birth rates across London and led to out-migration from Haringey and London.

6.45. Irrespective of whether new housing or some other dynamic creates additional demand for Reception places in future years the priority now is to ensure the sustainability and broad mix of all our secondary schools. This will ensure their continued success today and ability to absorb of potential additional pupils in future years.

Fully collaborative process and schools of all types

6.46. The approach to managing school place capacity in Haringey has been developed through a **fully collaborative process involving schools of all types**, including maintained schools, academies, voluntary aided schools, diocesan partners, governing bodies and trusts. This work has been informed by two key principles:

a) **Protecting parental preference** by ensuring that Haringey families continue to have access to sufficient high-quality school places across the borough, with places remaining available at local schools within a reasonable travelling distance.

b) **Maintaining flexibility within the school estate** so that admission arrangements can respond to future changes in demand. Where demographic trends change and additional capacity is required, admission authorities retain the ability to revert immediately to their original PANs.

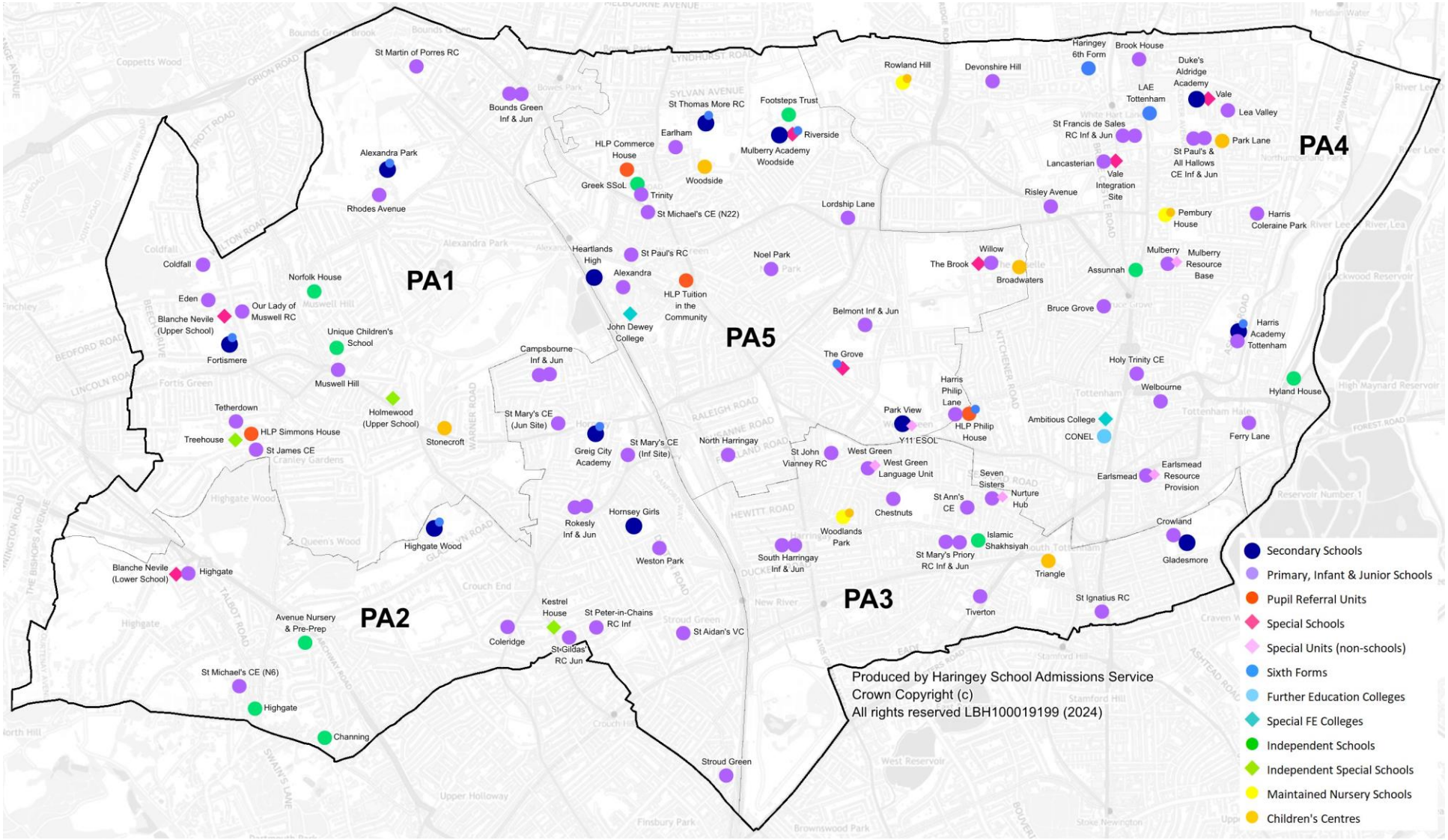
6.47. The overarching objective is to ensure that school capacity remains aligned with current and projected demand, supporting the efficient use of resources while maintaining a sustainable and resilient education system across the borough.

6.48. The Council has worked closely with schools of all phases and governance types, including academies, maintained schools, the London Diocesan Board for Schools and the Diocese of Westminster, to consider the implications of falling pupil numbers and increasing levels of surplus capacity. This collaborative approach has enabled partners to develop a shared understanding of demographic trends and school place planning pressures across the borough.

6.49. The Council has worked closely with schools of all governance types, including maintained schools, academies, faith schools, the London Diocesan Board for Schools and the Diocese of Westminster, to respond to the demographic changes affecting demand for school places across the borough. A number of schools have already implemented previously agreed reductions to their Published Admission Numbers (PANs) as part of a coordinated and strategic approach to managing surplus capacity and maintaining the long-term sustainability of educational provision. The proposal to reduce the Published Admission Number (PAN) at St Mary's CE Primary School (N8) from 60 to 30 places has been developed within this wider context and reflects ongoing collaboration between the Council, the governing body and diocesan representatives. The Council remains committed to a phased and partnership-based approach to school place planning, ensuring that provision remains responsive to local demand, financially

sustainable and capable of meeting the future needs of children and families across Haringey.

Map of Haringey Planning Areas



Consultation

6.50. Where changes are proposed to admission arrangements, the Code sets out that an admission authority must first publicly consult on those arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January in the year before those arrangements are to apply.

6.51. All admission authorities must consult in accordance with paragraph 1.42 of the Code where they propose a decrease to the PAN. This report will ask for approval from Cabinet to consult on our proposed admission arrangements, including the proposal to reduce the PANs at the above-named schools set out in this report from September 2027. We will collate and present all feedback from this consultation to the Cabinet of the Council in February 2026 for decision.

6.52. The purpose of our consultation is to ensure that all voices and views are heard, and it will allow parents, schools, religious authorities, and the local community to comment about our proposed admission arrangements and proposals to reduce PANs.

6.53. To meet statutory requirements (para. 1.47 of the Code) but also to ensure as wide an engagement as possible, we will be consulting with:

a. parents of children between the ages of two and eighteen;
b. other persons in the relevant area who may have an interest in the proposed admissions;
c. all other admission authorities within the relevant area
d. whichever of the governing body and the local authority who are not the admission authority;
e. any adjoining neighbouring local authorities where the admission authority is the local authority; and
f. in the case of schools designated with a religious character, the body or person representing the religion or religious denomination.

Proposed consultation timetable

Stage	What happens?	Dates and Timescales
1	Consultation on the Council's proposed admission arrangements including proposals to reduce PANs at selected primary and secondary schools	**November 2026 – January 2027**
2	Analysis of consultation representations and preparation of information to be considered by the Council's Cabinet	**January – February 2027**
3	Meeting of the Cabinet to consider representations and determine future arrangements including decision on proposal to reduce PAN	**February 2027**

6.54. To ensure as wide a consultation as possible we intend to provide details in the following ways:

- through the bi-weekly (term-time only) Haringey Schools Newsletter which is distributed to the headteacher and chair of governors of all schools in the borough

- to all children's centres in the borough
- to all registered nurseries and child minders and any other early year's providers
- on the Council's online admissions pages
- Individual school websites and noticeboards
- via information in all libraries across the borough
- to all councillors
- to MPs in Haringey
- to the diocesan authorities and any other religious bodies
- other groups, bodies, parents and carers as appropriate

7. Contribution to the Corporate Delivery Plan 2024-2026

7.1. Ensuring we have a transparent and objective school admissions process with oversubscription criteria that is reasonable, clear, objective, and compliant with all relevant legislation, including equalities legislation, underpins theme 3 within the Corporate Delivery Plan which seeks to enable every child to have the best start in life with access to high-quality education. By reducing the PANs at some schools, the council will ensure that schools remain viable, standards are maintained and improved, and that parents and carers still have a choice of good or outstanding schools to choose from for their children.

7.2. Ensuring that we prioritise forms of school organisation that will remain financially viable under a range of different funding scenarios (i.e., organisational structures within and between schools that provide flexibility to address population change. Exploring creative and lasting solutions for school re-organisation, that minimise the risk of having to close schools in future and maintaining the current balance of provision across the borough that matches local need and strengthens local communities (including sufficient affordable SEND provision, balance of faith provision and LA/Academy Schools).

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

8.1. Below are financial, governance and legal and equality comments.

Finance

8.2. The Director of Finance has been consulted in the production of this report and confirms that apart from a small administrative cost there are no direct financial implications as a result of the consultation and engagement proposals. However, it will help reduce the financial pressure on these individual schools and the risk of these schools running into deficit.

8.3. It is in the interest of the local authority to ensure that demand is as closely matched to supply as possible. Reducing PANs to match the demand would reduce school expenditure on staff not needed to teach classes that are not required. Reducing the PAN may mean fewer teachers are required by the schools, there is a risk that this could create redundancy costs in the short term, potentially the reduction could be met by not replacing staff.

8.4. Section 14 of the Education Act 1996 places a duty on local authorities to secure that there are sufficient primary and secondary school places in their area. There is a small risk that reducing school capacities could potentially leave the Council vulnerable to legal action for not meeting its target duty to provide sufficient primary school places, if we were in any danger of not being able to offer a "reasonable offer" to an applicant.

However, the level of vacancies presently observed at both primary and secondary level would mitigate against that risk.

Director of Legal and Governance

8.5. The Director of Legal and Governance has been consulted on the contents of this report and comments as follows: The current School Admissions Code ('the Code') came into force in September 2021 and was issued by the Department for Education under section 84 of the School Standards and Framework Act 1998. The Code is to be read alongside the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 ('the Regulations''). In determining its admission arrangements for 2028-2029 the Council has a statutory duty as an admissions authority to act in accordance with the Regulations and with the relevant provisions of the Code. It must also as a result of its duty under section 149 of the Equality Act 2010 have due regard to the need to eliminate discrimination, harassment and victimisation and any other conduct which is prohibited by or under that Act, advance equality of opportunity, and foster good relations in relation to persons who share a relevant protected characteristic and persons who do not share it.

8.6. Paragraph 15 of the Code states that all schools must have admission arrangements that clearly set out how children will be admitted including the criteria that will be applied if there are more applications than places at the school. As part of determining its admission arrangements, the Council must set an admission number (called the Published Admission Number or PAN) for each school's "relevant age group" i.e. the age group at which pupils are or will normally be admitted to the school.

8.7. School admission arrangements are determined by admission authorities. Generally, the admission authority for community and voluntary controlled schools is the local authority. Admission authorities must set ('determine') admission arrangements annually. Generally, where changes are proposed to admission arrangements, the admission authority must first publicly consult on those arrangements. If no changes are made to the admission arrangements, they must be consulted on at least once every 7 years. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January of the school year before those arrangements are to apply (the determination year). Consultation must be undertaken when proposals are still at a formative stage. It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response, adequate time must be given for this purpose, and the product of the consultation must be conscientiously taken into account when the ultimate decision is taken.

8.8. In relation to consultation the Council must consult with parents of children between the ages of two and eighteen; other persons in the relevant area who in the opinion of the admission authority have an interest in the proposed admissions; all other admission authorities within the relevant area; whichever of the governing body and the local authority who are not the admission authority; any adjoining neighbouring local authorities where the admission authority is the local authority and in the case of faith schools, the body or person representing the religion or religious denomination. The authority must also for the duration of the consultation publish a copy of the full proposed admission arrangements (including the PAN) on its website together with details to whom comments should be sent and the areas on which comments are not sought.

8.9. It is the responsibility of the authority to ensure that admission arrangements are compliant with the Code and relevant legislation. Arrangements mean overall procedures, practices, criteria and supplementary information to be used in deciding on

the allocation of school places. In drawing up the arrangements, the authority must ensure that the practices and criteria used are reasonable, fair, clear and objective and comply with the relevant legislation including equalities legislation. Parents should be able to look at the set of arrangements and understand easily how places will be allocated. It is for the authority to decide which criteria would be the most suitable according to local circumstances.

8.10. Each year all local authorities must formulate and publish on their website a scheme by 1 January in the relevant determination year, a scheme to co-ordinate admission arrangements for the normal admissions round and late applications for all publicly funded schools within their area. All admission authorities must participate in co-ordination and provide the local authority with the information it needs to co-ordinate admissions by the dates agreed within the scheme. There is no requirement for local authorities to co-ordinate in-year applications, however, Haringey centrally co-ordinates for the vast majority of schools and has safeguarding protocols in place for tracking pupils admitted directly by some schools that administer their own in-year admissions.

8.11. The Code requires that the Council must have a Fair Access Protocol (FAP), agreed with the majority of schools in its area, to ensure that, outside the normal admissions round, unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The Cabinet Members will see the Proposed In-Year Fair Access Protocol at Appendix 5.

8.12. The proposed admission arrangements for 2028-2029, the proposed co-ordinated scheme, the proposed FAP and the proposed consultation on the proposed admission arrangements for 2028-2029 are in compliance with the Code and the Regulations.

Equality

8.13. The Council has a public sector equality duty under the Equalities Act 2010 ('the 2010 Act') to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act. Advance equality of opportunity between people who share a "relevant protected characteristic" and people who do not share it;
- Foster good relations between people who share those a "relevant protected characteristic" and people who do not share it.
- A "relevant protected characteristic" is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

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

8.14. The proposed admission arrangements for 2028/29, including the proposed reduction in the Published Admission Number (PAN) at **St Mary's CE Primary School (N8)** from **60 to 30 Reception places**, comply with the requirements of the Equality Act 2010. The proposal has been developed in response to declining demand for primary school places and is intended to align school capacity with forecast pupil numbers. The proposal does not alter the school's oversubscription criteria and would not directly or indirectly disadvantage any individual or group with a protected characteristic.

8.15. The Council's pupil forecasting data indicate that sufficient Reception places will continue to be available within Planning Area 2 and neighbouring areas to meet anticipated demand. As a result, the proposed PAN reduction is not expected to have a disproportionate impact on children and young people who share protected characteristics, including those with special educational needs and disabilities (SEND), those from minority ethnic communities, or those from disadvantaged backgrounds. Families will continue to have access to high-quality local school provision through the coordinated admissions process.

8.16. The proposal may have implications for future staffing structures at the school if lower pupil numbers continue over time. However, any staffing decisions would be a matter for the school's governing body and leadership team and would be subject to appropriate employment policies, consultation requirements and HR procedures. Every effort would be made to minimise any adverse impact through workforce planning, redeployment opportunities and the management of vacancies where possible.

8.17. The Council will continue to work closely with St Mary's CE Primary School, the governing body and diocesan representatives to ensure that any implications arising from the proposal are carefully managed and that appropriate support is available where required.

8.18. The proposed admission arrangements for 2028/29 do not otherwise differ materially from those determined in previous years. The principal change under consideration is the proposed reduction in PAN at St Mary's CE Primary School. An updated Equality Impact Assessment (EqIA) has been prepared and will continue to be reviewed throughout the consultation process to assess whether the proposal could have any unforeseen impact on protected groups and to identify any appropriate mitigating actions.

8.19. Feedback received through the consultation will be used to inform the final EQIA and will be considered by Cabinet in February 2027 when determining the admission arrangements for the 2028/29 academic year.

9. Use of Appendices

9.1. The following appendices support this report:

Appendix 1 Proposed admission criteria for nursery 2028
Appendix 2 Proposed admission criteria for reception and junior admissions 2028
Appendix 3 Proposed admission criteria for secondary 2028
Appendix 4 Proposed admission criteria for in-year admissions 2028
Appendix 5 Proposed Fair Access Protocol for Haringey schools
Appendix 6 Proposed admission criteria for Sixth Form 2028
Appendix 7 EqIA
Appendix 8 Co-ordinated admissions scheme 2028-29

9.2. The full papers for this report can be viewed electronically on the Council's website at or in paper form at Level 5, 48 Station Road, Wood Green, N22 7TY.

10. Local Government (Access to Information) Act 1985

10.1. This report contains no exempt information.

Background

1. The Schools Standards and Framework Act 1998.

2. The Education Act 2002.
3. The Education and Inspections Act 2006.
4. Education and Skills Act 2008.
5. The School Admissions Code (September 2021)
6. School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012
7. The School Admissions (Infant Class Sizes) (England) Regulations 2012.
8. The School Admissions (Appeals Arrangements) (England) Regulations 2012.
9. The Education Act 2011.
10. The School Admissions Appeals Code (2022).

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Appendix 1

Proposed Admission Criteria for Nursery in Haringey Community and VC Schools in September 2028

Children may have a part-time place in a nursery centre, or a class attached to a school in the September following their third birthday. If there are more requests than part-time places available, the admission rules (over-subscription criteria) explained below will be used to decide which children will be admitted. There is no right of appeal against the decision to refuse admission of children to nurseries.

Parents/carers should note that admission to a nursery class in a school does not guarantee a place in the reception class at the same school. Parent/carers must complete their home authority School Admissions Application Form, which will be available online, by 15 January in the academic year their child turns four.

Oversubscription criteria for part time places

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children Looked After

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Brother or Sister (sibling)

Children who will have a brother or sister attending the school (or its associated Infant or Junior school) at the time of admission. A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

4. Children of Staff

- Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next child(ren) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any child arrangements order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

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Appendix 2

Proposed Admission Arrangements for Reception and Junior Transfer Admissions to Haringey Community and VC Schools in September 2028

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. **Children Looked After**

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. **Social Medical**

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. **Linked School**

This rule applies only to junior school admissions. Applicants attending an infant school will be prioritised under this rule for admission to the linked junior school. The Linked infant and junior schools in Haringey normally share the same names (e.g. Rokesly Infant School is linked to Rokesly Junior School).

4. **Brother or Sister (sibling)**

Children with a brother or sister already attending the school or linked infant/junior school and who will still be attending on the date of admission.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

5. **Children of Staff**

- Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

6. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tiebreakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next child(ren) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any child arrangements order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and

ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

Where a child does not receive an offer of their preferred school, parents can request that their name is placed on the waiting list for that school. Waiting lists are ordered, and places allocated as they become available, strictly in accordance with the school's admissions criteria.

Waiting list positions can change at any time and a child's position may go down as well as up if other applicants with higher priority join the waiting list. Being on the waiting list does not guarantee a place in the school.

Waiting lists are maintained throughout the year and are refreshed on an annual basis at the end of the summer term. At this time parents will be contacted to confirm if they wish for their child to remain on the waiting list.

Nursery and Infant Pupils

Admission to a nursery class in a school does not guarantee a place in the reception class at the same school. Similarly, admission to an infant school does not guarantee a place in the linked junior school.

All parents/carers must complete their home authority School Admissions Application Form for admission to reception or to junior school (where applicable) by 15 January in the academic year their child turns four (reception) or seven (junior).

Deferred entry before compulsory school age

Children will normally be admitted to the reception year in the September following their fourth birthday. In line with the School Admissions Code September 2021, parents can defer their child's entry to the reception year until later in the school year, where they have been offered a place at a school to start before they are of compulsory school age.

Where entry is deferred, the school will hold the place for that child and not offer it to another child. However, entry cannot be deferred beyond the point the child reaches compulsory school age nor beyond the beginning of the final term of the Reception Year.

Where the parents wish, children may attend part-time until later in the school year but not beyond the point at which they reach compulsory school age.

Summer born children

Paragraph 2.18 of the School Admissions Code, September 2021, states that the parents of a summer born child may choose not to send that child to school until the September following their fifth birthday. Where this is the case, the school will hold the place for that child and not offer it to another child. However, the school place cannot be held beyond the beginning of the final term of the Reception Year.

The parents of a summer born child may request that they are admitted out of their normal age group – to reception rather than year 1. Details of the process of making such requests are provided below.

Requests for children to be educated outside their chronological age group
(For both summer born and non-summer born children)

Where families request that their child is educated outside their chronological age group the Council, as the admission authority for Haringey community and voluntary controlled (VC) schools, will make a decision on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in their chronological year or a different year group. It will also involve taking account of:

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group
- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- where relevant, the potential impact on the child of being admitted to their chronological year group without first having completed the preceding year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed, and a school place will be secured in the child's actual year group.

This place can later be withdrawn if the request for delayed admission is approved. Parents who are granted their request must then make a fresh application for a place in the agreed year group on a paper/pdf form. This application will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Requests will be considered by a panel of Haringey officers during the summer term before the September in which the child will be admitted to his or her correct age group. This panel will meet following the primary National Offer Day. For late or in-year requests the panel will meet to consider applications regularly throughout the school year. If parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school but it is not in their preferred age group.

Published Admission Numbers (PAN)

The proposed published admission numbers for Haringey community and voluntary controlled (VC) primary schools for entry in September 2028 are as follows:

School	Admission Number
Alexandra	60
Belmont Infant	60
Belmont Junior	60
Bounds Green Infant	90
Bounds Green Junior	90
Bruce Grove	30
Campsbourne Infant	60
Campsbourne Junior	60
Coldfall	90
Coleridge	120
Crowland	60
The Devonshire Hill	60
Earlham	30
Earlsmead	60
Ferry Lane	30
Highgate	60
Lancasterian	60
Lea Valley	60
Lordship Lane	60
The Mulberry	60
Muswell Hill	60
Rhodes Avenue	90
Risley Avenue	60
Rokesly Infant	60
Rokesly Junior	60
St Aidan's VC	30

Seven Sisters	30
South Harringay Infant	60
South Harringay Junior	60
Stroud Green	60
Tetherdown	60
Welbourne	60
West Green	30
Weston Park	30
The Willow	60

The proposed published admission number for the following Haringey voluntary aided primary school for entry in September 2028 is as follows:

St Mary's CE (N8)	30

Appendix 3

Proposed Admission Arrangements for Secondary Transfer Admissions to Haringey Community Schools in September 2028

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care Plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. **Children Looked After**

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. **Social Medical**

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. **Brother or Sister (sibling)**

Children with a brother or sister already attending the school and who will still be attending in years 7-11 on the date of admission.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

4. **Children of staff**

- Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next child(ren) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

Where a child does not receive an offer of their preferred school, parents can request that their name is placed on the waiting list for that school. Waiting lists are ordered, and places allocated as they become available, strictly in accordance with the school's admissions criteria.

Waiting list positions can change at any time and a child's position may go down as well as up if other applicants with higher priority join the waiting list. Being on the waiting list does not guarantee a place in the school.

Waiting lists are maintained throughout the year and are refreshed on an annual basis at the end of the summer term. At this time parents will be contacted to confirm if they wish for their child to remain on the waiting list.

Requests for children to be educated outside their chronological age group

Where families request that their child is educated outside their chronological age group the Council, as the admission authority for Haringey community and voluntary controlled (VC) schools, will make a decision on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in their chronological year or a different year group. It will also involve taking account of:

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group

- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- where relevant, the potential impact on the child of being admitted to their chronological year group without first having completed the preceding year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed, and a school place secured in the child's actual year group.
This place can later be withdrawn if the request for delayed admission is approved. Parents who are granted their request must then make a fresh application for a place in the agreed year group on a paper/pdf form. This application will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Requests will be considered by a panel of Haringey officers during the summer term before the September in which the child will be admitted to his or her correct age group. This panel will meet following the secondary National Offer Day. For late or in-year requests the panel will meet to consider applications regularly throughout the school year. If parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school but it is not in their preferred age group.

Determined Admission Arrangements for Hornsey School for Girls for 2028

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. **Children Looked After**

Girls who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. **Social Medical**

Girls who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. **Siblings**

Girls with a sister already attending the school and who will still be attending in years 7-11 on the date of admission. A sibling is a full sister, a step sister, a foster sister or an adopted sister living at the same address as the girl for whom the application is being made.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

4. **Children of staff**

- Daughters of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Daughters of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. **Distance**

Girls whose home address is closest to the school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next girl(s) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

Where a child does not receive an offer of their preferred school, parents can request that their name is placed on the waiting list for that school. Waiting lists are ordered, and places allocated as they become available, strictly in accordance with the school's admissions criteria.

Waiting list positions can change at any time and a child's position may go down as well as up if other applicants with higher priority join the waiting list. Being on the waiting list does not guarantee a place in the school.

Waiting lists are maintained throughout the year and are refreshed on an annual basis at the end of the summer term. At this time parents will be contacted to confirm if they wish for their child to remain on the waiting list.

Requests for children to be educated outside their chronological age group

Where families request that their child is educated outside their chronological age group the Council, as the admission authority for Hornsey School for Girls, will make a decision on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in their chronological year or a different year group. It will also involve taking account of:

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group
- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- where relevant, the potential impact on the child of being admitted to their chronological year group without first having completed the preceding year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed, and a school place secured in the child's actual year group.
This place can later be withdrawn if the request for delayed admission is approved. Parents who are granted their request must then make a fresh application for a place in the agreed year group on a paper/pdf form. This application will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Requests will be considered by a panel of Haringey officers during the summer term before the September in which the child will be admitted to his or her correct age group. This panel will meet following the secondary National Offer Day. For late or in-year requests the panel will meet to consider applications regularly throughout the school year. If parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school, but it is not in their preferred age group.

Published Admission Number (PAN)

The proposed admission number for Haringey community schools for entry in September 2028 is as follows:

School	Admission number
Gladesmore Community School	240
Highgate Wood School	240
Hornsey School for Girls	135
Park View School	180

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Appendix 4

Proposed Admission Arrangements for In-Year Admissions to Haringey Community and VC Schools 2028-29

Oversubscription criteria

Primary, Infant and Junior community and voluntary controlled (VC) schools

- The criteria set out in **Appendix 2** will be applied.

Secondary community schools

- The criteria set out in **Appendix 3** will be applied.

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Appendix 5

Fair Access Protocol for Haringey Schools from March 2027

Introduction

1. The School Admissions Code, September 2021, ('the Code') requires local authorities to have in place a fair access protocol which all local schools and Academies must adhere to.

2. Its aims are to:

- acknowledge the real needs of vulnerable young people who are not on the roll of a school and to ensure that an appropriate placement is identified quickly and pupils are on roll within 15 days of the panel
- seek to find an alternative placement or support for those on roll of a school where it can be demonstrated that they are at risk of permanent exclusion
- fairly share the admission of vulnerable students across all schools and Academies (where the panel agree that another mainstream school place should be identified)
- arrange such admissions openly through a process which has the confidence of all
- record the progress and successes of the young people placed through this panel

This protocol reflects the LA's responsibility for safeguarding and promoting the welfare of children and young people as well as educational attainment

3. It is essential to the success of fair access that all headteachers and governing bodies agree to the aims, principles and procedures and give their fullest support.

4. All schools recognise their collective responsibility for all pupils and accountability for some and will work collaboratively to manage pupils with challenging behaviour, involving multi-agency support, accessed where appropriate. All members will work together to secure commitment to the inclusion agenda and to reduce exclusions from schools.

Students within the scope of this scheme

5. The admission to school of the following students falls within the scope of this scheme:

a. children either subject to a Child in Need Plan or a Child Protection Plan[1] or having had a Child in Need Plan or a Child Protection Plan within 12 months at the point of being referred to the fair access panel;

b. children living in a refuge or in other Relevant Accommodation at the point of being referred to the fair access panel;

c. children from the criminal justice system

d. children in alternative provision who need to be reintegrated into mainstream education or who have been permanently excluded but are deemed suitable for mainstream education;

e. children with special educational needs (but without an education, health and care plan), disabilities or medical conditions;

f. children who are carers;

g. children who are homeless;

h. children in formal kinship care arrangements[2]

i. children of, or who are, Gypsies, Roma, Travelers, refugees and asylum seekers;

j. children who have been refused a school place on the grounds of their challenging Behaviour and referred to the FAP in accordance with paragraph 3.10 of the Code;

k. children for whom a place has not been sought due to exceptional circumstances;[3]

l. children who have been out of education for 4 or more weeks where it can be demonstrated that there are no places available at any school within a reasonable distance of their home. This does not include circumstances where a suitable place has been offered to a child and this has not been accepted; and

m. previously looked after children for whom the local authority has been unable to promptly secure a school place.[4]

---

[1] Child in Need Plans and Child Protection Plans are plans of help and protection to address safeguarding and welfare needs, where a child has been assessed by the local authority as being a child in need under Section 17 of the Children Act 1989 and/or as suffering or likely to suffer significant hardship under Section 47 of the Children Act 1989. See also statutory guidance Working Together to Safeguard Children (2018) (pages 35 and 48 to 49). Where a local authority is advised that a child who has moved into the local authority had a Child in Need Plan or Child Protection Plan previously and meets the criteria outlined, this information may need to be checked with the previous local authority

[2] As evidenced by either a child arrangements order not relating to either birth parent or a special guardianship order.

[3] It is for the local authority to decide whether a child qualifies to be placed via the FAP on this basis, based on the circumstances of the case.

[4] In most cases use of the Fair Access Protocol should be unnecessary for a previously looked after child. We would expect the local authority to aim to secure a school place particularly promptly for a previously looked after child and for admission authorities to cooperate with this. The local authority may consider swift use of their general powers of direction (under paragraphs 3.26-3.28) or asking the Secretary of State to consider a direction (under paragraph 3.29) to be the most suitable course of action if a school place for a previously looked after child cannot be agreed with an admission authority promptly.

Managed moves & EHCPs

6. The fair access panel does not administer the process for managed moves, however, schools may use it as a forum to discuss and liaise with other education providers regarding possible managed moves.

7. Outside the panel, all schools must inform the School Admissions Service of any pupil who they are going to refer for a managed move, so an accurate record of school attendance and managed moves currently in progress can be maintained by the local authority. Schools must also inform the School Admissions Service of the outcome of a managed move, i.e. when a pupil moves permanently to their new school or that it is determined that they should remain at their original school.

8. There are dedicated arrangements for children with Education, Health and Care plans and this protocol does not override those arrangements. However, it has been agreed that pupils who are placed through those arrangements will be noted by the fair access panel (see later section).

Composition and frequency of the panel

Secondary

9. A panel, consisting of a minimum of 3 secondary Headteachers (or their designated representative), will meet once a month (or as necessary) to ensure prompt and fair allocation of young people to schools. Headteachers will be notified of their designated meetings at the beginning of the academic year.

10. The Head of Admissions or another designated local authority officer will chair the panel.

11. In the event that the placement decision is not unanimous, the designated Headteachers will decide by a majority vote

12. Where a young person is known to a particular service or agency, an officer with knowledge of that young person will be invited to the panel, or a short-written statement may be submitted.

13. The membership of the panel can include as necessary, a representative of children's social care, educational psychology service, youth offending service, children missing education, children in care (CIC), the police and any other relevant professional supporting a case.

Primary

14. A panel, consisting of no less than three primary Headteachers (or their designated representative), will meet once a half term, (or as necessary) to ensure prompt and fair allocation of young people to schools.

15. The Head of Admissions or another designated local authority officer will chair the panel.

16. Where a young person is known to a particular service or agency, an officer with knowledge of that young person will be invited to the panel, or a short-written statement may be submitted.

The decision-making process

17. Cases will be brought to the panel by the Haringey Admissions Service which will be the point of referral. The cases must be submitted under one of the categories given in paragraph 5 above and the child must be without a school place.

18. The Panel will be administered by the Haringey Admissions Service which will provide data for the current and previous school year (figures to be based on actual figures where fair access pupils have been admitted).

19. The following data will be provided at each panel:

- The number of pupils on roll at each school in each year group
- The number of vacancies at each school in each year group
- The number of pupils that have been admitted to each school in each year group through the 'normal' in year admissions process since the last panel
- The number of pupils that have been admitted to each school in each year group through the fair access admissions process since the last panel
- The total number of pupils that have been admitted to each school in each year group through the fair access admissions process in the last academic year and the number of schools or Academies (if any) that have failed to admit
- Background/ pupil history/ information, where available and where consent has been confirmed
- The number of students with an Education Health and Care Plan (EHCP) allocated over number through the SEN procedures.

20. The placement panel for children in care (CIC) will continue to determine the most appropriate placement for each young person and their case will be presented for the panel to ratify. In order to ensure that CIC are admitted to school quickly, they will be placed before the panel and it will not be possible for these cases to be brought back to the panel for reconsideration.

21. When making the decision as to appropriate school placement for the child, the panel will take into account:

- preferences made and views of parents/carers and the view of the pupil (including religious affiliation)

- the admissions criteria
- the published admission number and number of forms of entry so placements can be made proportional to the number of forms of entry
- the number of students admitted through the fair access panel in the previous and current academic year
- the needs of the student, where this is known
- any capacity/capability reasons why the school may not be able to respond to the needs of the student
- the individual context of a school in relation to recently excluded students
- whether the applicant has previously attended a Haringey school.
- it will be the presumption that wherever possible pupils will return to a school if they have previously been on roll there.

22. In addition to the factors above each child will be allocated a set number of points under the below system, based on the likely complexity of support which the admitting school will need to put in place. The combined points of the children admitted to each school via fair access will be monitored, and when considering the equitable allocation of children the panel will take into account the proportion of complex cases which each school has already admitted.

Fair Access Points System	
Weighting	**Case Factors**
3 points	Permanent exclusion and/or Youth Offending Service involvement
2 points	More than one suspension, a managed move, or other significant concerns (as agreed by panel)
1 point	All other allocations

23. In cases where a child does not return to their previous Haringey school, that school will have the value of one child debited from their comparative fair access statistics, to reflect the loss of that child from the school's roll.

- This debit will apply regardless of whether the child was originally admitted to that school via the fair access protocol.
- In cases where the child is being re-integrated into mainstream school from an alternative provision, and the child was previously permanently excluded or it is otherwise considered to be in the best interests of the child not to return to their previous school, this debit will not be applied.

- In cases where the child previously attended more than one Haringey school the debit will be applied solely to the school which the child most recently attended.

24. **Note:** Where a school has admitted pupils above its admission number in error, these additional pupils will not count and cannot be offset against fair access referrals.

25. Where an alternative educational placement is determined most suitable to meet the needs of a young person, this provision will be identified in principle by the Inclusion multi-agency service via a referral to the HAPIP panel (Haringey Alternative Provision Inclusion Panel).

26. Decisions will be reached by consensus, whenever possible, with the chair mandated to take appropriate action where this has not proved possible.

Implementation of the decisions

27. Decisions regarding placement of students under the fair access protocol will be made by the panel, and will be final.

28. Admission must take place within **15** school days of the school receiving notification of the decision.

29. In exceptional circumstances, the allocated school may request that the panel reconsider their decision at the next meeting. This will only be possible where the school has prior knowledge of the specific young person which was not known to the panel at the time of decision, which makes the placement inappropriate. This request must be made in writing to the Chair within **5** school days of the school receiving notification of the decision. The formal offer letter will be sent on the 6th day.

30. The Department for Education recognises that admission of a young person via fair access could potentially take the school above the planned admission number for that year group.

31. It is recognised that there is usually little available information about the young people who are being admitted in-year to school. The School Admissions Service will try to acquire as much educational information as practical to accompany in-year admissions to assist smooth integration to the school.

Risk assessments

32. Risk assessments will be undertaken as necessary by the referring body.

Relationship with appeals

33. Where young people are admitted to a school above the planned admission number in any year group under the protocol, this should not prejudice the provision of efficient education or the efficient use of resources of the school.

34. Appeal panels will be made aware of the conditions of the scheme, and that the admission of an additional student under this scheme is different from a school voluntarily exceeding its admission limit. Panels will also be made aware that any decision made to allow appeals will place further pressure on the school's resources.

35. A school placement made through the FAP shall not remove a parent/carer's right to appeal for a school place elsewhere.

Monitoring the operation of the Protocol

36. The School Admissions Service will undertake scheduled checks and monitor admission dates and pupil days.

37. The anonymised details of all decisions will be made available to the Director and Lead Member to demonstrate that the Protocol is being effective.

38. This will include any school or Academy that has not taken a pupil on roll within 15 days of the decision being notified.

39. Details of any school or Academy who has not taken a pupil on roll within 15 days of the decision will also be available at the next fair access meeting.

40. On day 16 the Head of Admissions will contact in writing the Headteacher of any school or Academy that has failed to admit within the agreed timeframe to request an on-roll date.

41. If the school or Academy fails to provide an on-roll date, within agreed timescales, then the direction process will apply as set out in the School Admissions Code and in accordance with the Department for Education advice: “Fair Access Protocols Guidance for school leaders, admission authorities and local authorities” August 2021.

42. The protocol will be reviewed on an annual basis by the Local Authority, in conjunction with Headteachers or their designated representatives, in order to assess its effectiveness in ensuring that unplaced children are being allocated places at schools or in alternative educational provision on an equitable basis.

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Appendix 6

Proposed Admission Arrangements for Sixth Form Admissions to Haringey Community Schools in September 2028

Highgate Wood Secondary School

Maximum number of students to be admitted from outside the school = 30%

All students will be invited to an informal discussion about their subject choice. The general entry requirements are as follows:

A Level

At least five GCSE passes at 9 – 5, with specific requirements for particular subjects based upon the national statistical guidance for successful outcomes. We consider ourselves to be an open access Sixth Form and so the criteria are matched to what is required to ensure positive outcomes. Full details for different subjects are available on the website.

Oversubscription criteria

Where the number of eligible external applicants for a course of study exceeds the places available then admission will be determined in accordance with the following priority of admission criteria:

1. **EHCP**

Students who have an Education Health and Care Plan naming the school.

2. **Children Looked After**

Students who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

3. **Brother or Sister (sibling)**

Students who will have a sibling attending the school at the point of admission.

4. **Distance**

Students whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the student's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Students cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is students whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the student's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Notes

(i) Home address is defined as the student's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the student for whom the application is being made.

(v) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Equality Impact Assessment (EQIA)

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

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

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

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

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

1. Responsibility for the Equality Impact Assessment

Name of proposal:	**Proposed Admission Arrangements and permanent change of Planned Admission number (PAN) from 2028/29 at St Mary's CofE, Primary school, N8 7QN**
Service Area:	**Schools & Learning**
Officer Completing Assessment:	**Nick Shasha**
Equalities Advisor:	**Yasmin Jama**
Cabinet meeting date (if applicable):	**10 November 2026**
Director/Assistant Director	**Jack Newton**

2. Executive summary

Glossary:
Published Admission Number (PAN) – The number fixed number of school places that a school's admission authority must offer in a specific age group.
Fair Access Panel (FAP) - is a mechanism developed by the local authority in partnership with all schools in their area. Its aim is to ensure that vulnerable children, and those who are having difficulty in securing a school place in-year, are allocated a school place as quickly as possible.

PLASC – Pupil Level Annual School Census - is an electronic collection of pupil and school level data provided by all maintained sector primary, middle, secondary, nursery and special schools in January each year.
EHCP – Education, Care or Health plan - An education, health and care (EHC) plan is for children and young people aged up to 25 who need more support than is available through special educational needs support. EHC plans identify educational, health and social needs and set out the additional support to meet those needs.
ONS – Office for National Statistics
DfE – Department for Education

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

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

This proposal concerns Admissions Arrangements for 2028/29 at St Mary's CofE Primary school, N8 7QN.
We will ask for approval from Cabinet to consult on our proposed admission arrangements, including the proposals as shown below:

School	**Determined PAN 2027/28**	**Proposed PAN for 2028/29**	**Reduction**
Primary			
St Mary's CofE Primary School	60	30	-30

The proposal will ensure that sufficient school places are available to meet local demand. The proposed reduction of PANs (Planned Admission - the fixed number of school places that a school's admission authority must offer in a specific age group) for some schools will allow better alignment of PANs with actual number of pupils on roll, leading to cost savings. This is likely to enhance the sustainability of Haringey's current offer, benefitting the diversity of education choice. Should demand for local school places grow the PAN could be easily increased, as there will not be any changes to the accommodation at the school.

The governing body of St Mary's CofE Primary school support these reductions, recognising that they will enable more efficient use of budgets and resources by concentrating provision around fuller classes. This approach is intended to support school improvement and long-term sustainability. Importantly, the governing body also remain open to increasing PANs in future should demand rise, and the admissions process allows for flexibility—reductions can be

reversed, and schools may choose to admit above PAN on a temporary or permanent basis if needed.

Consulting on our admission arrangements for entry in September 2028/29 gives the school sufficient time to make the necessary internal organisational adjustments so that any potential impact on staff is limited. It will allow the school leadership teams in offering a more accurate number of places and help with long term planning.

Our proposal will not adversely impact families trying to access their local school with high-quality provision. A projected surplus of school places in planning area 2 where St Mary's CofE is located means that we expect sufficient places to still be available for local children if the PAN is reduced as proposed.

All local schools can support children with a wide range of abilities, special needs, disabilities and learning difficulties including those with multiple and significant disabilities. The schools that are proposed to take PAN reductions do not offer any specific provision that is not provided elsewhere, and we believe that the needs of the community can be met at other local schools and this will be tested during the consultation process. We will closely monitor the number of school applications received, and in the event of increased demand requiring additional places, these schools can revert to their original PAN.

The key stakeholders are children and young people in Haringey schools, along with their parents and carers. Additional stakeholders are staff employed in the affected Haringey primary and secondary schools.

This Equalities Impact Assessment (EqIA) will form an important part of the consultation and will seek to ascertain whether the proposed reduction in PAN at the schools mentioned previously could have an impact on protected groups and whether there are steps that can and/or should be taken to mitigate against such an impact.

3. Consultation and engagement

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

The consultation aims to identify the key concerns and issues raised by stakeholders, and to determine whether they align with those highlighted in the Equality Impact Assessment (EQIA). Stakeholders such as pupils, parents, carers, school staff and governors will be invited to participate in this consultation and share their views including whether they agreed with each proposal and if not, why not. To this purpose an annual Admissions Arrangements survey has been developed which attempts to ascertain views on several education themes such as Primary, Secondary and Sixth form.

To ensure as wide a consultation as possible, a range of modes and methods of communication will be used to inform and facilitate feedback from stakeholders regarding the proposal -

- through the Schools Newsletter which is distributed to the headteacher and chair of governors of every school in the borough
- to all children's centres in the borough
- to all registered nurseries and child minders and any other early years providers
- on the Council's online primary and secondary admissions page
- via information in all libraries across the borough
- to all councillors
- to MPs in Haringey
- to the diocesan authorities
- to neighbouring authorities
- other groups, bodies, parents and carers as appropriate

Stakeholders will also be given the opportunity to express their views in writing via a questionnaire – both electronically and via the hard copy attached to the consultation document, by email and post.

Stakeholders are also invited to comment on the mandatory Fair Access Panel (FAP). The FAP aims to:

- acknowledge the real needs of vulnerable young people who are not on the roll of a school and to ensure that an appropriate placement is identified quickly and pupils are on roll within 15 days of the panel

- seek to find an alternative placement or support for those on roll of a school where it can be demonstrated that they are at risk of permanent exclusion

- fairly share the admission of vulnerable students across all schools and Academies (where the panel agree that another mainstream school place should be identified)

- arrange such admissions openly through a process which has the confidence of all

- record the progress and successes of the young people placed through this panel

Each year around 200 children and young people pass through secondary FAP and a very small number (less than 5 children) through primary FAP.

It should be noted that as the specification of the FAP is determined by the School Admissions Code (September 2021) and **no changes to its current operation are proposed in this consultation**.

We have already discussed reductions in surplus (not needed) secondary school capacity with all Secondary and All-Through headteachers in the borough.

The data below shows the projected surpluses at Reception and Year 7 between now and 2031 which highlights the need for the reductions in capacity and harmonisation of secondary year groups as mentioned above.

Projected surplus of Primary (reception) places 2027-2032 (2026 SPPR) in planning area 2

Primary (Reception)	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Difference	84 (3fe)	78 (3fe)	77 (3fe)	83 (3fe)	91 (4fe)	96 (4fe)

Projected surplus of Reception to Y6 places 2027-2032 (2026 SPPR) in planning area 2

Primary (R-Y6)	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Difference	452	498	515	575	641	689

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

4. Data and Impact Analysis

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

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

4a. Age

Data

Borough Profile[1]

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

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

ONS 2021 Census
0-4 (14,900 and 5.7% of the total Haringey population)
M: 7,600 F: 7,300

5-9 (14,700 and 5.6% of the total Haringey population)
M: 7,500 F: 7,200

10-14 (15,600 and 5.9% of the total Haringey population)
M: 7,900 F: 7,700

Total Haringey Population as at 2021: 264,200
M: 127,100 F: 137,000

Target Population Profile
Primary school age pupils (5-11)

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic? The latest data from the ONS 2021 Census above and the PLASC School Census has been produced below:

PLASC School Census data as at January 2026
Service users (Primary children by Age and sex across all Haringey primary age settings)

Year group	Male	Female	Grand Total
Reception	1,396	1,228	2,624
Year 1	1,385	1,234	2,619
Year 2	1,381	1,224	2,605
Year 3	1,384	1,237	2,621
Year 4	1,327	1,316	2,643
Year 5	1,413	1,348	2,761
Year 6	1,383	1,408	2,791
Grand Total	**9,669 (51.8%)**	**8,995 (48.2%)**	**18,664 (100%)**

Source: School Census January 2026

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts are now reducing. The School census data from May 2025 indicates a similar split across each of the age groups, with no overrepresentation in any of the age cohorts.

Age profile of teaching staff (by headcount) at Haringey schools

	Under 25	25 to 29	30 to 39	40 to 49	50 to 59	60 and over	Total
Haringey	65 (3%)	265 (12%)	689 (31%)	610 (28%)	444 (20%)	137 (6%)	**2,210**

Source: DfE Workforce Characteristics data at borough and school level 2025/26

Age profile of staff at St Mary's CofE Primary School

	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65+	Total
Haringey	-	3 (7%)	17 (40%)	10 (24%)	8 (19%)	4 (10%)	**42**

Source: Schools HR data, September 2026

Note: for Haringey data is for all schools, primary and secondary, percentages may not add up to 100% due to rounding

Detail the findings of the data

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

a) The distribution of the primary and secondary school age cohort almost exactly replicates that of the broader population as is to be expected. School staff age groups appear to be broadly comparable to that of the Haringey adult population.

b) The target population is largely school age children so changes to school admission could potentially impact them. However, it is not anticipated that either the school admissions proposals or proposed reductions in planned admission numbers at several schools will disproportionately affect any potential pupils since the proposal relates to the removal of surplus (not needed) school places.

Potential Impacts

Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).
Reduction in surplus (not needed) school places / adjustment of class sizes from 27 to 30 should have a minimal impact on staff.

Any potential impact needs to be evaluated in the context of scale. Assuming that St Mary's CofE Primary school reduces their PAN by one form of entry redundancy or redeployment of staff at this school is likely to occur. It is likely that a class teacher and teaching assistant (2 staff) will be affected for each year of PAN reduction. Affected staff should be supported by appropriate HR procedures such as access to a redeployment pool and support given to find another role in Education.

This proposal is likely to have no impact on existing or future pupils at the selected schools in terms of the protected characteristic of age. The proposal relates only to the removal of surplus classes. This proposal may have a small negative impact on school staff based on the protected characteristic of age.

4b. Disability

Data for adult age population

		Disabled under the Equality Act			Not disabled under the Equality Act		
Age range	**Cohort size**	**Total (% of Haringey popn)**	**Day-to-day activities limited a lot**	**Day-to-day activities limited a little**	**Total**	**Has long-term physical or mental health condition but day-to-day activities are not limited**	**No long-term physical or mental health conditions**
Haringey							
Aged 15 to 24 years	29,816	11%	3%	6%	91%	4%	88%
Aged 25 to 34 years	49,595	19%	3%	7%	91%	6%	85%
Aged 35 to 39 years	23,533	9%	3%	6%	91%	5%	86%
Aged 40 to 44 years	21,080	8%	4%	6%	90%	5%	84%
Aged 45 to 49 years	19,111	7%	6%	7%	87%	6%	81%
Aged 50 to 54 years	18,448	7%	9%	9%	82%	6%	76%
Aged 55 to 64 years	27,853	11%	12%	11%	77%	8%	69%

Disability profile of staff at St Mary's CofE Primary School

	Not disabled	**Disabled**	**Prefer not to say**	**Not declared**	**Total**
Haringey	35 (83%)	-	7 (17%)	-	**42**

Source: Schools HR data, September 2026

Data for school age population

		Disabled under the Equality Act			Not disabled under the Equality Act		
Age range	**Cohort size**	**Total**	**Day-to-day activities limited a lot**	**Day-to-day activities limited a little**	**Total**	**Has long-term physical or mental health condition but day-to-day activities are not limited**	**No long-term physical or mental health conditions**

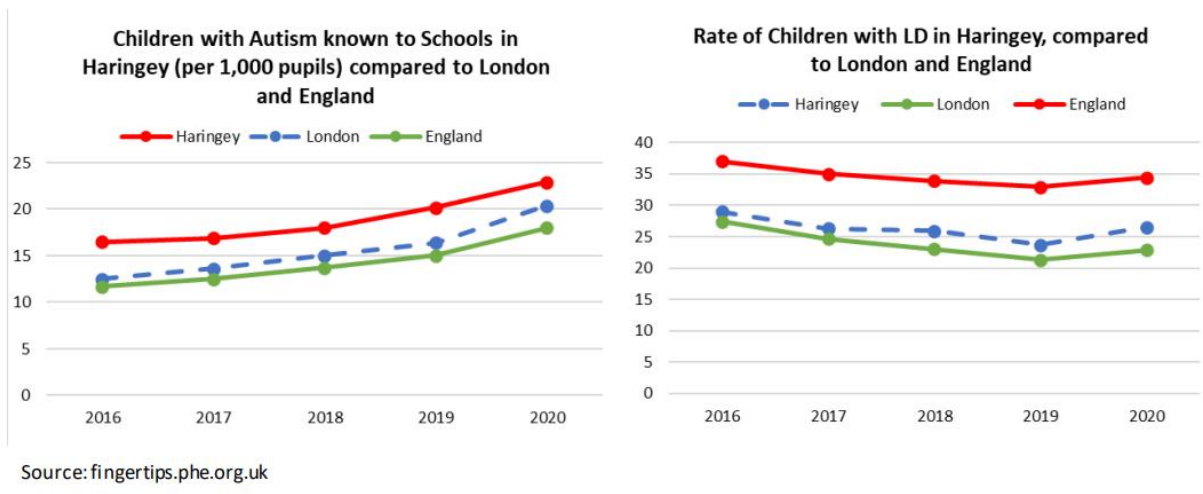
Haringey							
Aged 9 and under	29,667	3%	1%	2%	97%	2%	95%
Aged 10 to 14	15,569	6%	2%	3%	94%	2%	92%

Source: ONS 2021 Census (Table RM073 Disability by sex by age)

Target Population Profile

Primary school age pupils (5-11).

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



Total number of Children & Young People with EHCPs maintained by Haringey, Mar 2026:

Year	Totals
Pre-School/Nursery	21
Reception	70
Year 1	151
Year 2	192
Year 3	190
Year 4	198
Year 5	219
Year 6	232
Total	**1,273**

Source: Haringey SEN team 2026

The data demonstrates that there are a range of children with disabilities and that they are evenly represented across age groups. Our Admissions arrangements prioritise children meeting the criteria for an EHCP as well as also giving priority to children with social and medical considerations that meet the criterion for an exceptional medical or social need. We do not hold data on pupils with less complex disabilities who do not qualify for either category.

Detail the findings of the data.

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

a) The distribution of the children and young people with EHCPs maintained by Haringey is broadly the same by individual year group and is unlikely to be impacted by the proposed removal of surplus school places at mainstream (not specifically SEND settings).

b) It is not anticipated that either the school admissions proposals or proposed reductions in planned admission numbers at several schools will disproportionately affect any potential pupils with EHCPs maintained by Haringey since the proposal relates to the removal of surplus (not needed) school places.

Based on the data there is no evidence to indicate disabled staff at St Mary's CofE Primary school will be disproportionately impacted by the change of PAN from 2fe to 1fe. Concerns of affected disabled staff at any of the impacted schools will be taken into consideration in this consultation with reference made to disability data on staff where available. In terms of mitigating the impact, the Council will endeavour to ensure that should staff be affected by changes to PAN will be given access to the redeployment pool and given individualised support to find alternative roles, considering any impacts on their protected characteristics.

Potential Impacts

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

This proposal is likely to have neutral impacts on children and on staff.

4c. Gender Reassignment

Data
Borough Profile[2]

[2] Census, 2021 – Gender identity, England and Wales - Office for National Statistics (ons.gov.uk)

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

Data

Borough Profile

The latest 2021 Census has published the following data on the population aged 16+.

Gender identity	**2021**
Gender identity the same as sex registered at birth	193,177
Gender identity different from sex registered at birth but no specific identity given	1,377
Trans woman	383
Trans man	389
All other gender identities	537
Not answered	20,137
Total: All usual residents aged 16 years and over	**216,000**

The data above shows that the majority of 16+ residents in Haringey have the same gender identity as sex registered at birth (193,177) whilst 383 residents reported as trans women and 389 as trans men[3]. Haringey doesn't collect this data for secondary age children (11-16).

Target Population Profile

Primary age (5-11) school age pupils).

Haringey Council does not collect this data for Haringey primary or secondary age children.

Potential impacts

There is no reason to think that this proposal will impact this protected group. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

4d. Marriage and Civil Partnership

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

[3] Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

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

Borough Profile [4]
Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (8.2%)
In a registered same-sex civil partnership: (0.6%)
Married: (33.3%)
Separated (but still legally married or still legally in a same-sex civil partnership): (4.0%)
Single (never married or never registered a same-sex civil partnership): (50.0%)
Widowed or surviving partner from a same-sex civil partnership: (3.9%)

Target Population Profile

Primary school teaching staff and parents and carers only.

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

Haringey doesn't collect data on the marriage and civil partnership status of school staff.

There is no evidence to suggest people who are married or in a civil partnership will be disproportionately impacted.

Potential Impacts

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

This proposal is likely to have no impact. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

4e. Pregnancy and Maternity

Note[5]:

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

[4] Source: 2011 Census
[5] Equality and Human Rights Commission, 2022 – Pregnancy and maternity discrimination.

Data
Borough Profile [6]
Live Births in Haringey 2025: 2,932

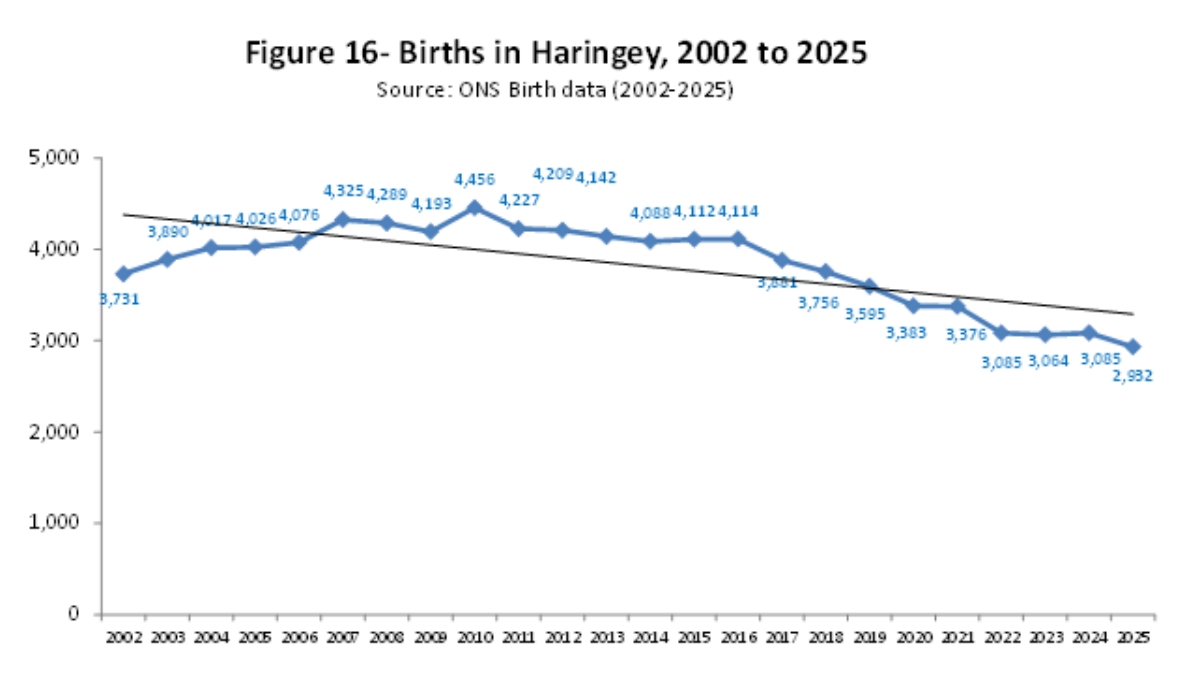
Target Population Profile

Primary age (5-11) school age pupils).

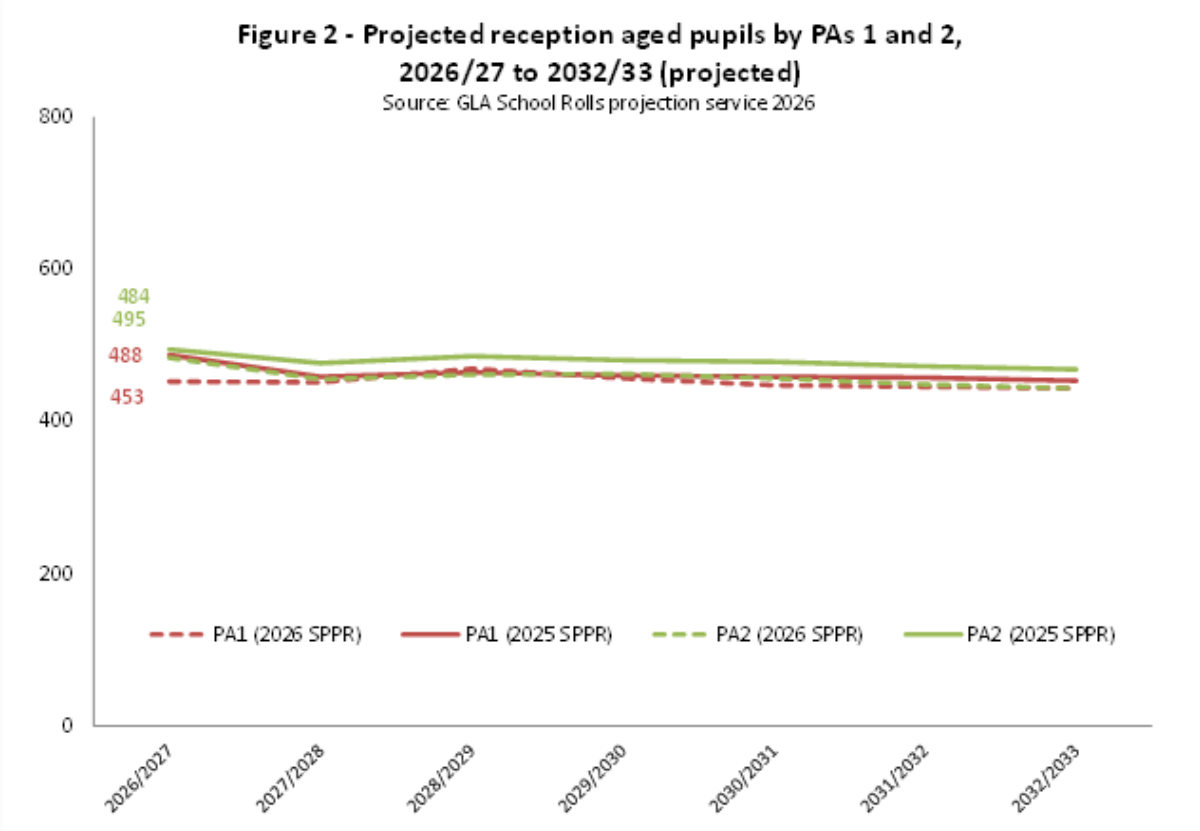
What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

ONS Live births data and GLA School roll projections

The ONS data below shows the recent decline of birth rates in Haringey. Birth rates are a key determinant in the likely demand for subsequent school places. Data below from the 2025 and 2026 School Place Planning report also show the projected demand for Reception places required in Planning area 2 (where St Mary's CofE Primary school) and the adjacent Planning area 1. It shows stability in the levels of demand (below 500 places) in Planning area 2 between now and 2032/33 against a supply of 540 reception places, hence the need to reduce the number of surplus places.



[6] Births by Borough (ONS)



Potential Impacts

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

This proposal is likely to have no impact. The above data on birth rates going back to 2002 shows the decline in birth rates since 2011 and the resultant long-term fall in demand for primary school places that have been seen in recent years and are forecast to stay at a far lower level compared to the period of high birth rates.

This proposal is unlikely to have a disproportionate impact on staff who are pregnant. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

In terms of mitigating the impact on this protected characteristic all staff affected by the proposal will be given access to the redevelopment pool and given individualised support to find alternative roles within the council, with consideration of their protected characteristic

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.[7]

[7] Race discrimination | Equality and Human Rights Commission (equalityhumanrights.com)

Data

Borough Profile – 2021 Census data [8]

Other ethnic group: **9.7% in total**
Arab: 1%
Any other ethnic group: 8.7%

Asian: **8.7% in total**
Bangladeshi: 1.8%
Chinese: 1.5%
Indian: 2.2%
Pakistani: 0.8%
Other Asian: 2.4%

Black: **17.6% in total**
African: 9.4%
Caribbean: 6.2%
Other Black: 2.0%

Mixed: **7.0% in total**
White and Asian: 1.5%
White and Black African:1.0%
White and Black Caribbean: 2.0%
Other Mixed: 2.6%

White: **57.0% in total**
English/Welsh/Scottish/Norther Irish/British: 31.9%
Irish: 2.2%
Gypsy or Irish Traveller: 0.1%
Other White: 22.1%

Target Population Profile
Primary school age pupils (5-11) and and school staff.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?
2021 Census data (as shown above) plus data from the annual schools census.

Ethnic composition of Haringey **pupil population** as at May 2025:

Ethnicity (Sub category)	**Haringey average - Primary**

[8] Source: 2021 Census

Asian - Asian British/Any Asian Background	1.7%
Asian - Asian British/Bangladeshi	2.1%
Asian - Asian British/Indian	1.2%
Asian - Asian British/Pakistani	0.9%
Asian British	0.0%
Black - African	12.1%
Black - Black British/Caribbean	4.8%
Black - Other Black	2.1%
Black British	0.1%
Chinese	1.0%
Information Not Obtained	0.7%
Mixed - Any Other Mixed Background	7.0%
Mixed - White And Asian	2.8%
Mixed - White And Black African	1.7%
Mixed - White And Black Caribbean	2.8%
Other	8.4%
Other - Arab	0.0%
Refused	1.0%
Travellers White - Gypsy/Roma	0.2%
Travellers White - Gypsy/Roma - Other	0.0%
Travellers White - Gypsy/Roma - Roma	0.2%
Travellers White - Traveller of Irish Heritage	0.1%
White - British	21.1%
White - Irish	0.8%
White - Other White	26.9%
Grand Total	100.0%

Source: May 2025 School Census (Haringey)

Ethnic composition of pupil population as at 2026 at St Mary's CofE Primary school:

Source: Jan 2026 School Census (Haringey)

Ethnicity (Sub category)	**St Mary's CofE Primary school**
Asian - Asian British/Any Asian Background	-
Asian - Asian British/Bangladeshi	-

Asian - Asian British/Indian	-
Asian - Asian British/Pakistani	-
Asian British	-
Black - African	19 (7.0%)
Black - Black British/Caribbean	54 (19.9%)
Black - Other Black	22 (8.0%)
Black British	-
Chinese	4 (1.5%)
Information Not Obtained	-
Mixed - Any Other Mixed Background	15 (5.5%)
Mixed - White And Asian	6 (2.2%)
Mixed - White And Black African	5 (1.8%)
Mixed - White And Black Caribbean	14 (5.1%)
Other	12 (4.4%)
Other - Arab	-
Refused	-
Travellers White - Gypsy/Roma	-
Travellers White - Gypsy/Roma - Other	-
Travellers White - Gypsy/Roma - Roma	-
Travellers White - Traveller of Irish Heritage	-
White - Irish	-
White - Other White	57 (21.0%)
White British	55 (20.2%)
Grand Total	272 (100.0%)

Note: Cohort sizes less than 4 not shown.

The data demonstrates some differences in the ethnic profiles of St Mary's CofE Primary school and the Haringey Primary average. For instance, St Mary's CofE Primary school has a higher percentage of Black British/Caribbean pupils than the borough average (19.9% and 4.8% respectively) but a lower Black-African percentage (7.0% and 12.1% respectively). Ultimately though, St Mary's CofE Primary school has an ethnically diverse pupil cohort, in common with Haringey Primary schools.

Teaching staff

Teaching and support staff at All Haringey state funded schools (Headcount/%)

Ethnic background	**Teaching staff**	**Support staff**
White	1,185 (66%)	1,122 (38%)
Black or Black British	279 (16%)	636 (21%)
Information not yet obtained	48 (z)	79 (3%)
Asian or Asian British	161 (9%)	252 (8%)
Any other Mixed background	109 (6%)	124 (4%)
Any other ethnic group	63 (4%)	85 (3%)
Refused	365 (z)	694 (23%)
Total	**2,210 (100%)**	**2,992**

Note: Cohort sizes less than 4 not shown.
Source: DfE School workforce data 2025/26 (Reporting year 2025) School workforce in England, Reporting year 2025 - Explore education statistics - GOV.UK

Ethnic profile of staff at St Mary's CofE Primary School

Ethnic background	St Mary's CofE
White	13 (31%)
Black or Black British	8 (19%)
Information not yet obtained	-
Asian or Asian British	-
Any other Mixed background	2 (5%)
Any other ethnic group	2 (5%)
Refused / Not declared	17 (41%)
Total	**(100%)**

Source: Schools HR data, September 2026

The data above shows broad ethnic groups for teachers and school staff at all Haringey schools and St Mary's CofE Primary school. There appear to be fewer White staff at St Mary's CofE Primary school than the borough average though we have no data on almost half the sample size (41%) so definitive conclusions are hard to establish.

Potential Impacts

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

This proposal is likely to have no impact on existing or future pupils at the selected schools in terms of the protected characteristic of race. The proposal relates only to the removal of surplus classes.

The proposal might negatively impact some teachers or teaching staff based upon their ethnicity due to differing proportions when compared to the overall non-teaching population. For example this could be White teaching staff or White support staff who make up a large proportion of Haringey and St Mary's CofE Primary school staff respectively in the data above. In terms of mitigating the impact, the Council will endeavour to ensure all staff affected by the proposal will be given access to the redeployment pool and given individualised support to find alternative roles within the Council, with consideration of their protected characteristic.

The Local Authority has a duty to ensure the proposed arrangements do not unfairly disadvantage any child based on race. While there is an overrepresentation of children from ethnic minority backgrounds among the pupil population of Haringey, the admissions arrangements apply across the piece regardless of ethnic identity. It should however be recognised that the operation of the Fair Access Protocol may have a particular positive impact on pupils from certain ethnic minority groups who

meet its requirements, recognising the intersection between race and ethnicity, socioeconomic disadvantage, and disadvantage as a whole, which the Protocol is targeted at addressing.

4g. Religion or belief

Data

2021 Census update

ONS data on religion from the 2021 Census for all Haringey residents irrespective of age is shown for guidance. It shows proportional declines in religious observance for most groups, a trend well observed over historical editions of the decennial census.

All Haringey residents	Percentage - % 2021 / (2011)	Number
Christian	39.3 (45.0)	103,944
No religion	31.6 (25.2)	83,535
Religion not stated	8.0 (8.9)	21,027
Muslim	12.6 (14.2)	33,295
Jewish	3.6 (3.0)	9,397
Hindu	1.3 (1.8)	3,529
Buddhist	0.9 (1.1)	2,455
Sikh	0.3 (0.3)	892
Other religion	2.3 (0.5)	6,164
Total	100%	264,238

Source: ONS - 2021 Census data for Haringey (2011 data in brackets)

Note: * Totals may not add up due to rounding

Target Population Profile

Primary school age pupils (5-11) and school staff.

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

Religion or belief is not covered by the PLASC school census, which means that we don’t have access to relevant records. The best alternative proxy is the 2021 Census on religion by age for the age groups Aged 3 to 15 years expressed as percentages.

	Aged 3 to 15 years	
	Percentage (%)	**Cohort size**
No religion	10,116	26%
Christian	14,431	37%
Buddhist	158	0%
Hindu	314	1%
Jewish	2,851	7%
Muslim	6,999	18%
Sikh	141	0%
Other religion	762	2%
Not answered	3,352	9%
Total	39,124	39,124

Source: ONS (2021 Census data for Haringey)

Note: * Totals may not add up due to rounding

The data demonstrates that Christian and Muslim pupils are the largest faith groups within Haringey's cohort for those 3 years to 15 years (37% and 18% respectively). Around a quarter of the Aged 3 to 15 years cohort report No religion (26%). We don't hold data on the religion or belief of Haringey teaching staff.

Potential Impacts

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

There is no reason that the removal of surplus school places will negatively impact pupils or teachers/school staff based upon their religion or no religion especially as the proposal relates to the removal of surplus places that are not needed.

Haringey has a large number of Church of England and Catholic primary schools in the borough. These schools have seen pupil numbers fall more significantly than other schools which is likely to be related to the consistent drop in the local population who identify as Christian and the rise of those with no stated religion (see table above on Census data from 2011 and 2021). We are not proposing to make physical reductions in the size of these schools and should demand return the schools can reinstate their previous admission numbers.

This proposal is likely to have neutral impacts.

4h. Sex

Data

Borough profile [9]
Females: (51.9%)
Males: (48.1%)

Target Population Profile

Primary school age pupils (5-11) and school staff.

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

PLASC School Census data as at January 2026
Service users (Primary children by Age and sex across all Haringey primary age settings)

Year group	Male	Female	Grand Total
Reception	1,396	1,228	2,624
Year 1	1,385	1,234	2,619
Year 2	1,381	1,224	2,605
Year 3	1,384	1,237	2,621
Year 4	1,327	1,316	2,643
Year 5	1,413	1,348	2,761
Year 6	1,383	1,408	2,791
Grand Total	**9,669 (51.8%)**	**8,995 (48.2%)**	**18,664 (100%)**

Source: School Census January 2026

PLASC School census data as at January 2025
Service users (Primary age children by Sex attending St Mary's CofE Primary School)

Year group	Male	Female	Grand Total
Reception	13	24	37
Year 1	19	20	39
Year 2	**12**	**18**	**30**
Year 3	**20**	**20**	**40**
Year 4	**25**	**17**	**42**
Year 5	**22**	**22**	**44**
Year 6	**17**	**23**	**40**

[9] Source: 2021 Census

Grand Total	**128**	**144**	**272**

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts have generally reduced since 2012. The School census data from January 2026 indicates a general even split across male and female.

Borough wide data indicates that there is a gender split of males 51.9% to females 48.1% across the whole population. There is no available data indicating the proportion of each which is also a parent/carer.

Staff at all Haringey state funded schools - Headcount

	Male (%)	Female (%)
Teachers	658 (29.8%)	1,552 (70.2%)
Teaching assistants	206 (13.8%)	1,284 (86.2%)
Other school support staff	32 (12.9%)	216 (87.1%)
Administrative staff	28 (10%)	251 (90%)
Technicians	44 (62%)	27 (38%)
Auxiliary staff	108 (15.1%)	609 (84.9%)
Leadership – non teacher	x	x
School business professionals	85 (50.3%)	84 (49.7%)

Source: DfE School workforce data 2025/26 (Reporting year 2025) School workforce in England, Reporting year 2025 - Explore education statistics - GOV.UK

Note: x = sample size too small for disclosure

Staff at St Mary's CofE Primary School - Headcount

	Male (%)	Female (%)
Staff	5 (12%)	37 (88%)

The majority of Haringey school staff are female, and this is reflected in each category of school staff except technicians. The imbalance of school staff is most apparent amongst other school staff and administrative staff, of which 12.9% and 10% are male. At St Mary's CofE Primary School some 37 of 42 staff (88%) are female.

All primary schools within the borough are coeducational. There is sufficient capacity to accommodate pupils of all sexes in a school of preference or within the reasonable travelling distance guidelines set out by the DfE.

For all of these schools, the sex of the pupil is not a factor of the admission arrangements, with no implications therefore based on this protected characteristic.

The admission arrangements do not have an impact on the sex of the different parent/carer compositions within Haringey households.

The main impact of this proposal is surplus places will be reduced in planning area 2 by reducing surplus (not needed) capacity. These places are in addition to those projected to be required by pupils it is anticipated that no impact on this characteristic (sex) will occur for pupils.

Potential Impacts

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

There is no reason that the proposal will negatively impact pupils based upon their sex especially as the proposal relates to the removal of surplus places that are not needed.

This proposal is likely to have no impacts on pupils and a negative impact on female staff.

This change in place provision is likely to result in the reduction of teaching and teaching assistant staff required. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change.

Any potential impact needs to be evaluated in the context of scale. Assuming that St Mary's CofE Primary school reduces PAN by one form of entry redundancy or redeployment of staff at this school is likely to occur. It is likely that a class teacher and teaching assistant (2 staff) will be affected for each year of PAN reduction. Affected staff should be supported by appropriate HR procedures such as access to a redeployment pool and support given to find another role in Education.

4i. Sexual Orientation

Data

Borough profile [10]

3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this equates to 8,454 residents.

The latest 2021 census has collected data on sexual orientation for the first time and data from Haringey in shown below:

	Number	Percentage (%)
Straight or heterosexual	180,100	83.4%
Gay or Lesbian	5,912	2.7%
Bisexual	4,503	2.1%
All other sexual orientation	1,752	0.8%
Not answered	23,733	11.0%
Total	**216,000**	**100%**

Sexual orientation of staff at St Mary's CofE Primary School

	Number	Percentage (%)
Straight or heterosexual	12	29%
Gay or Lesbian	-	-
Bisexual	-	-
I use another term	-	-
Prefer not to say	21	50%
Not declared	9	21%
Total	42	100%

Source: Schools HR data, September 2026

Target Population Profile

Haringey doesn't collect data on the sexual orientation of those aged below 16.

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

ONS Integrated Household survey as shown above and 2021 ONS Census data. ONS data has been used as it is consistent and we only have data on sexual orientation for some schools across Haringey.

[10] Source: ONS Integrated Household Survey

We do not anticipate that this proposal will have any impact on people based on their sexual orientation and we will continue to ensure there is no discrimination based on sexual orientation.

Potential Impacts

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

This proposal is likely to have no impacts.

4j. Socioeconomic Status

Data

Borough profile

Income

7.9% of the population in Haringey were claiming unemployment benefit on 10 July 2025.[11]

25.3% of the population in Haringey were claiming Universal Credit in July 2025 (% of population aged 16-65 on Universal Credit) [12]

It is estimated that 28.6% of employee jobs in the borough are paid less than the Living Wage Foundation rate.[13]

Educational Attainment

While Haringey's proportion of students attaining grade 5 or above in English and Mathematics GCSEs is higher than the national average, it is below the London average.[14]

3.7% of Haringey's working age populations had no qualifications in 2021.[15] 5.0% were qualified to level one only.[16]

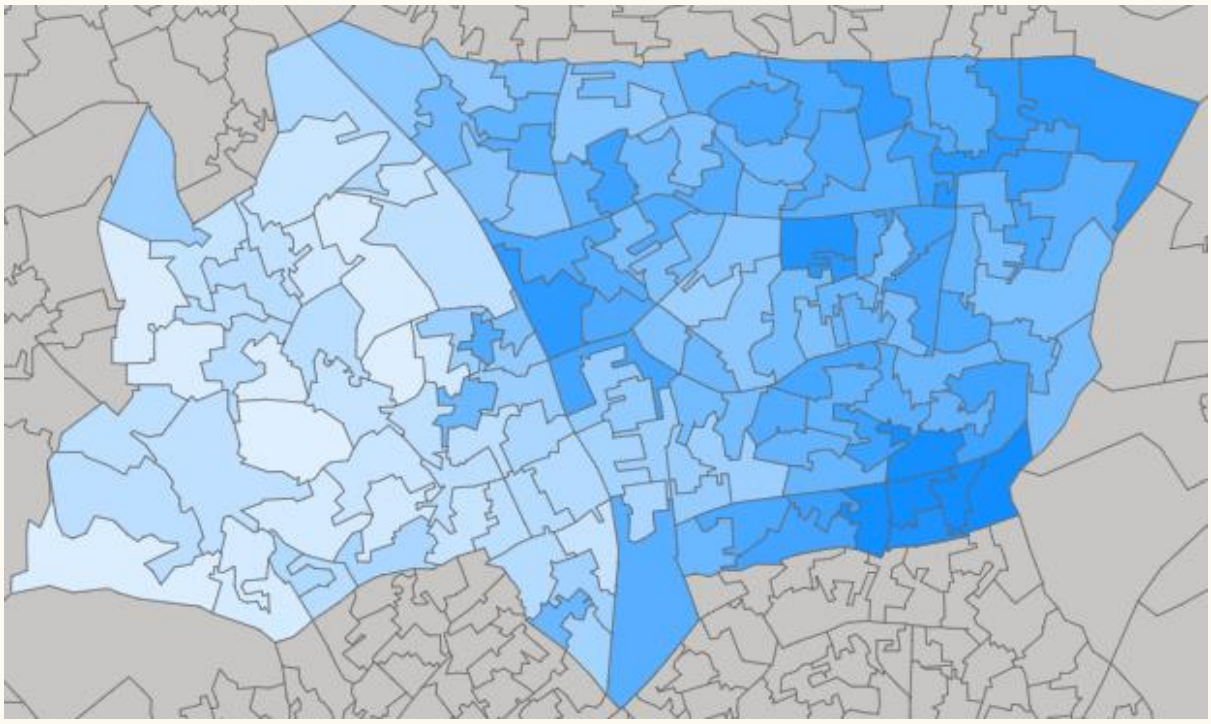
Area Deprivation

[11] ONS Claimant Count
[12] LG Inform
[13] Number and proportion of employee jobs with hourly pay below the living wage - Office for National Statistics

[14] 'Local authority characteristics data' from 'Key stage 4 performance', Permanent data table - Explore education statistics - GOV.UK
[15] LG Inform - qualifications
[16] LG Inform – level one

Haringey is the 3rd most deprived borough in London as measured by the IMD average score 2025. The most deprived LSOAs (Lower Super Output Areas or small neighbourhood areas) are more heavily concentrated in the east of the borough where more than half of the LSOAs fall into the 20% most deprived in the country.[17]

This trend is illustrated in the map below where the darker shaded areas show data from the 2025 IDACI (Income Deprivation affecting children index). The IDACI measures the proportion of all children aged 0-15 living in income deprived families
Source: IMD Data dashboard – Haringey



Target Population Profile

Secondary age (11-16) school age pupils (Year 7 to Year 11).

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

Deprivation and Educational attainment data as listed above.

Potential Impacts

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

[17] State of the Borough (p.21)

There is no reason that the proposal will negatively impact pupils based upon their socioeconomic status especially as the proposal relates to the removal of surplus places that are not needed.

This proposal is likely to have negative impacts on affected staff who live in deprived parts of Haringey who might be disproportionately impacted by coming from a lower socio-economic background. St Mary's CE school is in the Hornsey ward which is generally less deprived than wards located in the East of the borough (see map). In terms of mitigating the impact, the Council will endeavour to ensure all staff affected by the proposal will be given access to the redeployment pool and given individualised support to find alternative roles within the Council, with consideration of their protected characteristic.

5. Key Impacts Summary

5a. Outline the key findings of your data analysis.

The key finding is that the removal of surplus (not needed) school places at St Mary's CofE Primary school is unlikely to have any overall material impact on existing or future pupils at those schools.
Age: None **Disability**: None **Gender Reassignment**: None **Marriage and civil partnership**: None

Pregnancy and maternity: This proposal is unlikely to have a disproportionate impact on staff who are pregnant. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered – see above section for more detail.

Race: The proposal might negatively impact some teachers or teaching staff based upon their ethnicity due to differing proportions when compared to the overall non-teaching population – see above section for more detail.

Religion or Belief: None

Sex: This change in place provision is likely to result in the reduction of teaching and teaching assistant staff required. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change – see above section for more detail.

Sexual orientation: None

Socio-economic status: This proposal is likely to have negative impacts on affected staff who live in deprived parts of Haringey who might be disproportionately impacted by coming from a lower socio-economic background – see above section for more detail.

The same finding (limited material impact) is found for the proposed reduction of PAN from 60 to 30 at St Mary's CofE Primary school for other primary schools in Planning area 2. It may help their finances and thus sustainability due to the way that schools funding is directly relating to pupil numbers. Moreover, as this proposal does not impact the net capacity of St Mary's CofE Primary school (the amount of pupils

that can be accommodated) any increase in demand for local school place in future can be easily accommodated without even the need for a formal consultation – this is called reinstatement of PAN (planned admission number).

Amendment to PAN and local/planning area capacity has been considered in the context of the effects on local provision, looking at recruitment patterns to local schools and ensuring that the knock-on effects in the adjustment of PANs is considered.

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?

Whilst the analysis does not currently indicate a disproportionate impact on individuals with multiple protected characteristics, it is noted that there are some areas above where it hasn't been possible to collect data and that there is a gap in this regard. Where multiple protected characteristics intersect and present issues mitigations will be developed.

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

It is noted that there are some areas above where it hasn't been possible to collect data and that there is a gap in this regard. Where multiple protected characteristics intersect and present issues mitigations will be developed as outlined in 5b above.

6. Overall impact of the policy for the Public Sector Equality Duty

Summarise the key implications of the decision for people with protected characteristics.

In your answer, please consider the following three questions:

- Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

It is not felt that there will be any difference in the relations between groups who share the above characteristics and those who do not given there are no material differences from arrangements for previous years.

As mentioned above there is a possibility that this proposal could adversely impact female teachers / teaching assistants as several staff members at each school may be made redundant or re-deployed and there is a greater concentration of females than males amongst teachers and teaching assistants in Haringey schools.

However, the proposal is a reasonable and proportionate response to ensure the sustainability and breadth of offer at Haringey's primary school estate. Doing nothing would put many schools under intolerable financial burden which could negatively impact wider educational outcomes.

Moreover, following the results of the consultation it is proposed to consider any possible mitigating factors that may alleviate impacts of these teachers / teaching assistants. Careful monitoring of in-year admissions and school roll projections data will also ensure that if additional places are required, they are immediately fulfilled.

7. Amendments and mitigations

7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?
Further information on responding to identified impacts is contained within accompanying EQIA guidance
Please delete Y/N as applicable

No major change to the proposal: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them **Y/N**

Adjust the proposal: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below **Y/N**

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision. **Y/N**

7b. What specific actions do you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty?

Action: We are not proposing to take any specific actions further. Note**: This answer may be amended pending the outcome of the consultation if it emerges there are unforeseen Equalities issues that need addressing.**

7. Ongoing monitoring

Training – Staff in the Haringey School Admissions and Organisation Service are provided with yearly refresher training in line with the admission arrangements and appeal regulations which addresses any changes to either the criteria or co-ordinated schemes.

Monitoring - The Head of Admissions and School Organisation at Haringey Council will be responsible for monitoring. The School Admissions Return to DfE is an annual report which sets outs information on the effectiveness of the admission arrangements and compliance with the requirements of the Code. The annual report to the Office of Schools" Adjudicators monitors the fairness of the admission arrangements. This information is reported to the DfE and the OSA annually.

Two main mechanisms will be used by the DfE to provide feedback on how effective the measures in the revised Codes and regulations have been and to inform future policy development. In producing his annual report for the Secretary of State, the Schools Adjudicator will take account of the reports he will receive from each local authority on the legality, fairness, and effectiveness of local admission arrangements.

Appeal arrangements - Admission arrangements are subject to an appeal process that gives parents the right to appeal decisions. The process is also used to hold admissions authorities to account and ensure that the arrangements have been applied correctly.

Date of EQIA monitoring review:

Annual monitoring

8. Authorisation

EQIA approved by (Assistant Director/ Director)	**Jack Newton**
Date	**TO ENTER**

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.

Pan-London Co-ordinated Scheme for Reception and Junior Admissions 2028/9

APPLICATIONS

1. Haringey Local Authority will take all reasonable steps to ensure that every parent/carer who is resident in Haringey and has a child in a nursery class within a maintained school or academy, either in Haringey or any other maintaining LA, is informed how they can make application in the forthcoming academic year.

2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.

3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Haringey or elsewhere, and who is resident in Haringey can be signposted to a copy of Haringey's booklet which will be available in early September 2027.

4. The booklet will also be available to parents who are non-residents and will include information on how they can access their home local authority's equivalent School Admissions Application Form.

5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published over subscription criteria. Where supplementary information forms are used by the admission authorities within Haringey, the LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2021.

6. Where supplementary forms are used, they will be made available directly from the relevant schools. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. The Haringey schools' booklet will indicate which Haringey schools require supplementary information forms to be completed.

7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on their home LA's School Admissions Application Form.

8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for six schools located within and/or outside Haringey Local Authority.

10. The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest preference offer in cases where a child is eligible for a place at more than one school.

11. Haringey undertakes to carry out the address verification process set out in its entry in LIAGG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Additional information will be requested from parents at the time of application and this will be explained in the secondary booklet. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **14 February 2028**.

12. Haringey will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child in Care' and will provide any additional evidence on receipt of a reasonable request to the maintaining LA in respect of a preference for a school in its area by **4 February 2028**.

13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **4 February 2028**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available on-line, by **15 January 2028**. However, Haringey LA encourages applicants to submit their application by **8 January 2028** to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the Pan London Register (PLR).

15. Any application forms, changes to preferences or preference order received after **15 January 2028** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.

16. Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.

17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan-London Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

18. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **14 February 2028**.

19. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **14 February 2028**, on the basis that an on-time application already exists within the Pan-London system.

20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **4 February 2028**. Supplementary information provided with the School Admissions Application Form will be sent to Haringey voluntary-aided schools/maintaining local authorities by the same date.

21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **4 February 2028**.

22. Haringey Local Authority will notify each school within Haringey that is its own admission authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **4 February 2028**.

23. Between **4 February 2028** and **22 February 2028**, voluntary-aided, foundation schools and Academies will assess their applications according to their admissions criteria.

24. Haringey will participate in the application data checking exercise scheduled between **15-22 February 2028** in the Pan-London timetable.

25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **22 February 2028**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.

26. Haringey Local Authority will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school by **16 March 2028**. The PLR will transmit the highest potential offer specified by the maintaining LA to the Home LA.

27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System) and the PLR which will continue until notification that a steady state has been achieved or until **27 March 2028** if this is sooner.

28. Haringey will not make an additional offer between the end of the iterative process and **18 April 2028** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28 if an error is identified within the allocation of places at one of our schools, Haringey LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey LA will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.

30. Haringey will participate in the offer data checking exercise scheduled between **24 March-7 April 2028**.

31. Haringey will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **13 April 2028**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school (or own admitting authority school if the governors have agreed to this) to the home address with an available place.

33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

34. Haringey will use the form of Notification Letter set out in this document.

35. Notification of the outcome will be sent to parents on **18 April 2028**.

36. Details of the pupils to be offered will be made available to each Haringey primary school by **18 April 2028**.

37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **2 May 2028**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.

39. Where a parent accepts or declines a place by **2 May 2028** this information will be passed to the maintaining LA by **8 May 2028.** Where such information is received from applicants after **2 May 2028**, this LA will pass it to the maintaining LA as it is received.

40. Where a place becomes available in an oversubscribed maintained school or academy in Haringey, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.

41. Haringey will inform the home LA, where different, of an offer for a maintained school or Academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

42. When acting as a maintaining LA, Haringey LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.

43. Haringey will offer a place at a maintained school or Academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.

44. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.

45. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.

46. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

47. Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and Academies in its area.

WAITING LISTS

48. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be advised that if they want to go on the waiting list for an out-of-borough school, that they must put this in writing to the School Admissions Service in Haringey.

49. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.

50. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by this local authority as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey local authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.

51. Waiting lists for entry to Reception in September 2028 will be compiled after **2 May 2028** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

52. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

53. Children will remain on the waiting list until the end of the Summer Term of the application year, unless parents contact the School Admissions Team to extend this further.

Timetable for entry to school in September 2028

8 January 2028	Recommended closing date for receipt of the School Admission Application Form
15 January 2028	Statutory deadline for return of application to the Home LA
4 February 2028	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Haringey VA schools/maintaining local authorities
4 February 2028 – **22 February 2028**	Voluntary-aided schools and Academies will order their applications according to their admissions criteria
14 February 2028	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
15-22 February 2028	Pan-London data checking exercise of pupil applications exchanged via the PLR
22 February 2028	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
16 March 2028	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR
27 March 2028	Final ALT file to the PLR
24 March-7 April 2028	Pan-London data checking exercise of pupil offer data
13 April 2028	Deadline for on-line ALT file to portal
18 April 2028	eAdmissions offers made/offer letters posted where applicants have made paper applications
2 May 2028	Date by which parents accept or decline offers
8 May 2028	Date by which LA will pass information to schools within Haringey (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

NOTIFICATION LETTERS AND EMAILS

A. Offer Letter

Dear salutation,

Reception Admissions 2028 –firstname surname (DOB)

I am writing to let you know the outcome of your application for a primary school place. I am pleased to tell you that we are able to offer your child a place at School_name.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation. You must respond by (Date TBC) or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively you can inform us by email using the address below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with.

The school will contact you shortly to provide further information about the arrangements for admission.

If you were not offered a higher preference school
I am sorry that it was not possible to offer your child a place at any of the schools listed as a higher preference on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria. If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school.

We are the admission authority for community and voluntary controlled (VC) schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough then please contact the school admissions service in the borough where the school is located. The contact details for Haringey schools or the relevant admissions service in other boroughs can be found in our Primary Admissions Booklet and online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are published online at www.haringey.gov.uk/starting-primary-school.

Waiting lists
Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

I can confirm that your child's name will be placed on the waiting list for any Haringey Schools listed higher on your form. If you would like to be added to any other school waiting list (or removed from a list), please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists.

Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal if your child is refused a place at the schools listed on your form.
Full details of how to appeal are on our website: www.haringey.gov.uk/appeals.
Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting a school place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter please contact us using the contact details below.

Haringey School Admissions Service

B. Allocation Letter

Dear salutation,

Reception Admissions 2028 –firstname surname (DOB)

I am writing to let you know the outcome of your application for a primary school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at School_name. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation. You must respond by [date TBC] or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively you can inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with.

The school will contact you shortly to provide further information about the arrangements for admission.

If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school. We are the admission authority for community and voluntary controlled (VC) schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant admissions service in other boroughs can be found in our Primary Admissions Booklet and online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are published online at www.haringey.gov.uk/starting-primary-school.

Waiting lists
I can confirm that your child's name has been put on the waiting list for all Haringey schools listed on your form. If you would like firstname to be added to any other school waiting list (or removed from a list), please put your request in writing to the email address below. You can be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists.

Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal if your child is refused a place at the schools listed on your form.
Full details of how to appeal are on our website: www.haringey.gov.uk/appeals.
Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter please contact us using the contact details below. Officers are working remotely, so please respond by email.

Haringey School Admissions

C. Offer Email 1

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you your first preference school. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Applications for any school that you listed lower on your application form have been automatically withdrawn. You can find further information about how school places were offered on our website.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions please contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

D. Offer Email 2

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you one of your preferred schools. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. We are sorry that it was not possible to offer a place at any of your higher preferences. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's admission criteria. You can find more information on how school places were offered on our website.

Haringey waiting lists will open from [date TBC] and from that date you will be able to check your child's position online. Your child will automatically be placed on the waiting list for any Haringey schools listed higher on your application. Applications for any school listed lower on your application have been automatically withdrawn. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023. Accepting a school place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

E. Allocation Email

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are sorry that we have not been able to offer your child a place at any of your preferred schools. This is because all the available places were offered to applicants who had a higher priority than your child under the school's admission criteria. Your child has been offered a place at the school listed above. You can find more information on how school places were offered on our website.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of an appeal or your position on a waiting list. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

Haringey waiting lists will open from [date TBC] and from that date you will be able to check your child's position online. Your child will automatically be placed on the waiting list for all Haringey schools listed on your application. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

Pan-London Co-ordinated Scheme for Secondary Admissions 2028/9

APPLICATIONS

1. Haringey Local Authority will advise home local authorities during the Summer Term of Year 5 of their resident pupils on the roll of Haringey's maintained primary schools and whose parents are eligible to make application in the forthcoming academic year.

2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.

3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Haringey or elsewhere, and who is resident in Haringey can be signposted to a copy of Haringey's booklet which will be available in early September 2027.

4. The booklet will also be available to parents who are non-residents and will include information on how they can access their home local authority's equivalent School Admissions Application Form.

5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published over subscription criteria. Where supplementary information forms are used by the admission authorities within Haringey, the LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2021.

6. Where supplementary forms are used, they will be made available directly from the relevant schools. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. The Haringey schools' booklet will indicate which Haringey schools require supplementary information forms to be completed.

7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on their home LA's School Admissions Application Form.

8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for six schools located within and/or outside Haringey Local Authority.

10. The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest preference offer in cases where a child is eligible for a place at more than one school.

11. Haringey undertakes to carry out the address verification process set out in its entry in LIAGG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Additional information will be requested from parents at the time of application and this will be explained in the secondary booklet. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **10 December 2027**.

12. Haringey will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child in Care' and will provide any additional evidence on receipt of a reasonable request to the maintaining LA in respect of a preference for a school in its area by **12 November 2027**.

13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **12 November 2027**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available on-line, by **31 October 2027**. However, Haringey LA encourages applicants to submit their application by **24 October 2027** to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the Pan London Register (PLR).

15. Any application forms, changes to preferences or preference order received after **31 October 2027** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.

16. Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.

17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan-London Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

18. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **10 December 2027**.

19. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **7 December 2027**, on the basis that an on-time application already exists within the Pan-London system.

20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **12 November 2027**. Supplementary information provided with the School Admissions Application Form will be sent to Haringey voluntary-aided schools/maintaining local authorities by the same date.

21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **12 November 2027**.

22. Haringey Local Authority will notify each school within Haringey that is its own admission authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **12 November 2027**.

23. Between **12 November 2027** and **4 January 2028**, voluntary-aided, foundation schools and Academies will assess their applications according to their admissions criteria.

24. Haringey will participate in the application data checking exercise scheduled between **13 December 2027 - 4 January 2028** in the Pan-London timetable.

25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **4 January 2028**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.

26. Haringey Local Authority will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school by **28 January 2028**. The PLR will transmit the highest potential offer specified by the maintaining LA to the Home LA.

27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System) and the PLR which will continue until notification that a steady state has been achieved or until **17 February 2028** if this is sooner.

28. Haringey will not make an additional offer between the end of the iterative process and **1 March 2028** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28 if an error is identified within the allocation of places at one of our schools, Haringey LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey LA will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.

30. Haringey will participate in the offer data checking exercise scheduled between **14-24 February 2028**.

31. Haringey will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **25 February 2028**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school (or own admitting authority school if the governors have agreed to this) to the home address with an available place.

33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

34. Haringey will use the form of Notification Letter set out in this document.

35. Notification of the outcome will be sent to parents on **1 March 2028**.

36. Details of the pupils to be offered will be made available to each Haringey primary school by **1 March 2028**.

37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **15 March 2028**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.

39. Where a parent accepts or declines a place by **15 March 2028** this information will be passed to the maintaining LA by **22 March 2028.** Where such information is received from applicants after **15 March 2028**, this LA will pass it to the maintaining LA as it is received.

40. Where a place becomes available in an oversubscribed maintained school or academy in Haringey, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.

41. Haringey will inform the home LA, where different, of an offer for a maintained school or Academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

42. When acting as a maintaining LA, Haringey LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.

43. Haringey will offer a place at a maintained school or Academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.

44. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.

45. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.

46. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

47. Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and Academies in its area.

WAITING LISTS

48. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be advised that if they want to go on the waiting list for an out-of-borough school, that they must put this in writing to the School Admissions Service in Haringey.

49. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.

50. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by this local authority as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey local authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.

51. Waiting lists for entry to Year 7 in September 2028 will be compiled after **15 March 2028** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

52. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

53. Children will remain on the waiting list until the end of the Summer Term of the application year, unless parents contact the School Admissions Team to extend this further.

Timetable for entry to school in September 2028

24 October 2027	Recommended closing date for receipt of the School Admission Application Form
31 October 2027	Statutory deadline for return of application to the Home LA
12 November 2027	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Haringey VA schools/maintaining local authorities
12 November 2027 – 4 January 2028	Voluntary-aided schools and Academies will order their applications according to their admissions criteria
10 December 2027	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
13 December 2027 - 4 January 2028	Pan-London data checking exercise of pupil applications exchanged via the PLR
4 January 2028	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
28 January 2028	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR
17 February 2028	Final ALT file to the PLR
14-24 February 2028	Pan-London data checking exercise of pupil offer data
25 February 2028	Deadline for on-line ALT file to portal
1 March 2028	eAdmissions offers made/offer letters posted where applicants have made paper applications
15 March 2028	Date by which parents accept or decline offers
22 March 2028	Date by which LA will pass information to schools within Haringey (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

NOTIFICATION LETTERS AND EMAILS

A. Offer Letter

Dear salutation

Secondary Transfer 2028 – firstname surname (DOB)

I am writing to let you know the outcome of your application for a secondary school place. I am pleased to tell you that we are able to offer your child a place at schoolname

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [date TBC] or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

If you were not offered a higher preference school
I am sorry that it was not possible to offer your child a place at any of the schools listed as a higher preference on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria. If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school.

We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists
Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

I can confirm that your child has been placed on the waiting list for all Haringey schools listed higher on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like firstname to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from date [TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal if your child is refused a place at the schools listed on your form.
Full details of how to appeal are on our website: www.haringey.gov.uk/appeals. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below. Officers are still working from home, please respond by email.

School Admissions Service

B. Allocation Letter

Dear salutation

Secondary Transfer 2028 – firstname surname (DOB)

I am writing to let you know the outcome of your application for a secondary school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at schoolname. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [date TBC] or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively, you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

If you would like further information about why your child was not offered a place at one of your preferred schools, please contact the admission authority for that school. We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists

I can confirm that your child has been placed on the waiting list for all Haringey schools listed on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like firstname to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal

You have the right of appeal if your child is refused a place at the schools listed on your form.

Full details of how to appeal are on our website: www.haringey.gov.uk/appeals. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below. Officers are working remotely, so please respond by email.

School Admissions Service

C. Offer Email 1

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you your first preference school. You must respond to this offer by [Date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Applications for any school that you listed lower on your application form have been automatically withdrawn. You can find further information about how school places were offered on our website.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [Date TBC] for your appeal to be heard before September 2021.

If you have any questions please contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

D. Offer Email 2

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you one of your preferred schools. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. We are sorry that it was not possible to offer a place at any of your higher preferences. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's admission criteria. You can find more information on how school places were offered on our website.

Waiting lists will open from [date TBC] and you will be able to check your child's position online. Your child will automatically be placed on the waiting list for any Haringey schools listed higher on your application. Applications for any school listed lower on your application have been automatically withdrawn. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023. Accepting the place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

E. Allocation Email

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are sorry that we have not been able to offer your child a place at any of your preferred schools. This is because all the available places were offered to applicants who had a higher priority than your child under the school's admission criteria. Your child has been offered a place at the school listed above. You can find more information on how school places were offered on our website.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of an appeal or your position on a waiting list. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

Waiting lists will open from [date TBC] and you will be able to check your child's position online. Your child will automatically be placed on the waiting list for all Haringey schools listed on your application. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

Haringey Scheme for In-Year Admissions 2028/9

APPLICATIONS

1. Applications from Haringey and non-Haringey residents for schools in Haringey must be made directly to the Haringey Schools Admission Service.

2. The in-year e-form is available to complete on the Haringey website or a paper application is available on request from the Haringey School Admissions Service.

3. Haringey residents applying for places at maintained schools and academies outside Haringey will need to apply directly to the LA (local authority) in whose area the school is situated.

4. The admission authorities within Haringey will not use supplementary forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against their published oversubscription criteria.

5. Where supplementary forms are used, they will be available from the school concerned. Haringey's admission booklets and website will indicate which schools require supplementary forms to be completed and from where they can be obtained.

6. Where an admission authority in Haringey receives a supplementary form, it will not consider it to be a valid application until such time as the parent/carer has listed the school on their home LA's School Admissions Application Form.

7. Where only the School Admissions Application Form is received, schools MUST rank the application according to the information available to them.

8. Applicants will be able to express a preference for a maximum of six schools within Haringey.

9. The order of preference given on the In-Year School Admissions Application Form will not be shared with any school.

10. The Haringey Schools Admission Service will carry out address verification for each application made to a maintained school or academy in Haringey. Where Haringey is not satisfied as to the validity of an address of an applicant it will advise the admission authority schools.

11. Haringey will check the status of any applicant who is a 'looked after or was previously looked after but immediately after being looked after became subject to an adoption, child arrangements or special guardianship order.'

PROCESSING

12. Parents/carers applying for schools in Haringey must complete the in-year e-form available on the Haringey website or request a paper application form available from the Haringey School Admissions Service.

13. Where an application is not fully completed, Haringey will not treat the application as valid until all information is received.

14. In the event that a Haringey resident applies to a non-Haringey school, Haringey will write to the parent/carer advising them to apply directly to the LA in whose area the school is situated.

15. If a pupil is currently on roll at a school in Haringey or a school in a neighbouring borough, the Admissions Service will advise the parent/carer to discuss the transfer with the Headteacher or senior Teacher at the school.

OFFERS

16. If a school has a vacancy, it is expected that an offer of a place will be made to the child entitled to that place in accordance with the published oversubscription criteria. The Local Authority will offer places at community schools and will also make offers on behalf of own admission authority schools should they so wish.

17. Haringey will write to parents who have not been offered a place at any of their preferred schools giving reasons and informing them of their right of appeal to an independent panel in accordance with the School Standards and Framework Act 1998.

18. Haringey will notify the Home LA of the outcome of applications for their residents.

19. When a child has been offered a place at a higher preference school, the lower ranking preferences will be withdrawn.

20. When a child has been offered a place at a lower preference school, the higher preferences will also be withdrawn unless the parent indicates otherwise. Only where a parent/carer has expressly set out that they wish to be put on the waiting list of those schools which are a higher preference will this be done.

21. Where a home applicant who is out of school cannot be offered a place at one of their named preferences, Haringey will offer the nearest community (or own admitting authority if the governors have agreed to this) school to the home address with an available place.

22. Where it is known that a non-Haringey resident is out of school and cannot be offered a place at one of their named preferences, Haringey will notify the home LA who will be responsible for identifying a school place for the child.

POST OFFER

23. Parent/carers will be expected to accept or decline the offer of a place as soon as possible. Parents must be given a reasonable amount of time to consider the offer (7 days minimum).

24. Where a parent does not respond within this timeframe Haringey will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Where the parent fails to respond the offer of a place will be withdrawn.

25. Haringey will notify the home LA of any appeals that are upheld for Haringey schools.

26. Children will remain on the waiting list until the end of the academic year in which the application was made and Haringey will write to all parent/carers asking them to complete a new application form if they wish to stay on the waiting list(s) beyond this timeframe.

HARINGEY SCHOOLS

27. The Haringey School Admissions Service will require a list of every child on roll in every year group in all the relevant Haringey schools.

28. Schools will be required to provide a weekly roll update so that it is clear on a week by week basis where there are vacancies across all schools and year groups.

29. When a child leaves a Haringey school, the name of the child and the child's future educational provision must be communicated to the School Admissions Service.

TRANSFERRING BETWEEN SCHOOLS

30. Parent/carers wishing to move their children between local schools will be encouraged to discuss their reasons with their current school.

31. Parent/carers need to be aware of and consider the potential impact that any move might have on the education and wellbeing of their child(ren).

32. Parent/carers moving address will also be advised to think carefully before requesting to move their child(ren) to another school.

33. Where a parent/carer insists on a transfer, it would be unlawful for an admission authority to refuse a place if a vacancy exists.

FRAUDULENT APPLICATIONS

34. An offer on the grounds of proximity is conditional on the child being solely or mainly resident at the address provided at the time of application. A business address, a childminder's address, or any other address other than the child's home will not be accepted. Proof of address will be sought and may be subject to further investigation.

35. Haringey Council will make every effort to prevent fraudulent applications. Haringey will carry out random checks on a number of applications and reserve the right to carry out home visits to the address provided on the application form.

36. A school place obtained using a false address will be withdrawn and given to the child who was entitled to that place. If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family

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Report for:	Cabinet - 10 November 2026
Title:	Approval to extend current Highways and Street Lighting Contracts and approval of the procurement strategy for a future combined Highways and Street Lighting Contract
Report Authorised by:	Barry Francis, Corporate Director of Environment and Resident Experience
Lead Officer:	Simi Shah - Head of Highways and Traffic
Ward(s) affected:	All
Report for Key/Non-Key Decision:	Key Decision

1 Describe the Issues Now Under Consideration

1.1 This report seeks Cabinet approval to increase the value of the current Highways Maintenance and Minor Improvement Works Term contract prior to the expiry date, to further extend both the current Highways Maintenance and Minor Improvement Works Term Contract and the Street Lighting Term Maintenance Contract, and the resulting estimated additional levels of spend.

1.2 The report also seeks Cabinet approval to a proposed procurement strategy for a combined longer-term Highways and Streetlighting Works Term contract to replace these current separate contracts which will subsequently allow for tender action for the new combined contract to proceed.

1.3 The existing Highway Maintenance and Minor Improvement Works Term Contract and Street Lighting Term Maintenance Contract with Marlborough Highways Ltd were initially awarded to Marlborough Highways Ltd in March 2020 and October 2019 respectively.

1.4 Further Cabinet approvals in January 2023, July 2024, and July 2025, allowed both these contracts to be extended in accordance with the provisions of the original contracts; the existing contractor having met performance requirements within both contracts. However, these contracts are currently due to expire on 30th June 2027.

1.5 A 12-month extension to both contracts is proposed having regard for current uncertainties due to global economic turbulence, and the likelihood that full re-procurement at this time may result in increased tender pricing to reflect resulting risk particularly in terms of materials, energy, and transport costs. It also allows time for a review of the future long-term procurement strategy in the context of the council's emerging new Corporate Delivery Plan.

2 Cabinet Member Introduction

2.1 Our streets and public spaces are among the Council's most valuable assets. They connect people to jobs, schools, shops, parks, healthcare and one another, and play a vital role in shaping the quality of life of everyone who lives, works and visits Haringey

2.2 We know that Investing in our public realm helps people choose more sustainable ways to travel, supports local economic activity, and enables residents to live healthier and more connected lives.

2.3 *The requirements set out in our highway and street lighting works contracts ensure that contractors recycle at least 95% of waste materials and measure carbon emissions in order understand and to reduce them going forwards, which contributes to our commitment to addressing climate change.*

2.4 *As part of the procurement process, bidders will be required to submit their proposed social value commitments, which will be aligned to the key themes of 'Responding to the climate emergency' and 'Place and economy', with each theme containing a range of outcomes and metrics. Performance will be monitored and reported throughout the life of the contract via the social value portal. Our ambitions on climate action, active travel and thriving local communities are central, whether it's our pavements and roads or any other service or council asset.*

2.5 *This report recommends a short-term extension of the current highway works and street lighting contracts, alongside a procurement strategy for a new longer-term contract, to ensure the delivery of high-quality services while advancing our administration's environmental and social objectives.*

3 Recommendations

It is recommended that Cabinet:

3.1 Approves the variation of the existing Highways and Minor Improvement Works Term Contract from £98m to £105m over the current period of the contract up to 30 June 2027 and a further variation of this contract beyond 30th June 2027 for a maximum period of 12 months to 30th June 2028 with an estimated additional value of works of £5m in accordance with CSO 2.01(d) (The cabinet approve any Variation or Extension with an aggregate of £500,000 or more)**.**

3.2 Approves the variation of the existing Street Lighting Works Term Contract beyond 30th June 2027 for a maximum period of 12 months to 30th June 2028 with an estimated additional value of works of £2M in accordance with CSO 2.01(d) (The cabinet approve any Variation or Extension with an aggregate of £500,000 or more).

3.3 Approves the commencement of a procurement exercise in accordance with CSO 2.01(b) (The Cabinet approve commencing a procurement exercise for proposed Contracts valued at £500,000 or more)**.**

4 Reasons for Decision

4.1 It is the statutory duty of a council as a highway authority to keep the infrastructure in good repair to allow the safe progress of pedestrians, cyclists, and ordinary traffic. It is therefore essential to maintain contractual arrangements to ensure the delivery of the Council's highway and street lighting related capital and revenue funded works programmes while also progressing longer term procurement arrangements.

5 Alternative Options Considered

5.1 Doing nothing is not an option, due to the need to ensure the ongoing delivery of the extensive highway and traffic related programmes required over the next few years.

5.2 Full procurement of new contractual arrangements to operate from the current expiry date of 30 June 2027 are not recommended in the current climate of economic uncertainty.

5.3 The possibility of insourcing part or all the works was the subject of a detailed investigation in 2023 which concluded it was not viable, as described in more detail in sections 6.15 to 6.18 below.

6 Background Information

The Current Contracts

6.1 On 9 July 2019, Cabinet awarded a Street Lighting term contract to Marlborough Highways Ltd. The contract was initially awarded for a period of 4 years commencing 1 October 2019 and ending on 30 September 2023 but was the subject of Cabinet approvals on January 2023 and July 2025 to further extensions, finally to 30 June 2027 for which there was provision within the contract.

6.2 On 20 March 2020 Cabinet approved the award of a separate contract for the maintenance of the Council's highway to the same contractor this also being the subject of a Cabinet approval to a further extension on 16 July 2024 to 30 June 2027.

6.3 While not committing the Council to any specific level of spend, with the exception of the annual street lighting service activity charges, these contracts, which include priced schedules of rates, against which works are measured and valued, and the associated terms and conditions, allow the ongoing commissioning of packages of capital and revenue funded works rather than requiring further procurement procedures for all new packages of works.

6.4 The contracts provide for works to be carried out anywhere within Haringey including on non-public highways land such as for housing or in park areas that might include paving, drainage, resurfacing and street lighting works.

6.5 Most of the works are funded through the Council's capital and revenue programmes together with any additional funding from external bodies including developers through legal agreements, Transport for London (TfL), Department for Transport (DfT), Environment Agency) (EA), and Greater London Authority (GLA).

Performance of the Existing Contractor

6.6 The award of extensions to the current contracts has been dependent upon the satisfactory performance of the contractor. Officers continue to review the ongoing performance of the current contractor in respect of both the highways and street lighting contracts having regard for both key performance indicators (KPIs) that were included in the contracts covering timely delivery of works, quality of the services provided, accuracy of invoicing, and health and safety.

6.7 The contractor has been able to match or exceed the key performance Indicator (KPI) targets including stretch targets relating to the delivery of key operations. In addition, the contractor's ability to respond to changing workloads and to develop sound working relationships with officers has also been demonstrated.

6.8 Despite industry shortages, the contractor has also been able to maintain a competent management and workforce framework and worked with Council officers to identify and implement service improvements and innovation including sustainability initiatives where methods of working and materials used were concerned.

6.9 In addition to the performance management framework incorporated within the contracts, the contractor has also progressed a range of initiatives to complement the services delivered and which were included in a list of targets agreed during the initial mobilisation that have added social value to the contracts. This included working with the Haringey Works team to offer training, employment, and apprentice opportunities to Haringey's residents.

6.10 There would be no changes to the schedule of rates resulting from the proposed further extensions other than those allowed for in the contracts.

Increases in the Estimated Value of Highway Works

6.11 The earlier approved estimated value of this contract of £98m was based upon the historic spend. However, actual expenditure is dependent upon approved capital and revenue expenditure for relevant individual projects and programmes. The subsequent actual spend has exceeded the earlier estimates with the value of spend to the end of the current contract (on 30th June 2027) now estimated to be up to £105m. This has been due to a combination of significant inflationary rises in cost together with increases in the annual investment in highway assets, and in success in obtaining additional partnership and placemaking investment in public realm improvements as well as increases in funding from TfL for active travel programmes that is also being delivered through this contract.

Increases in the Value of Street Lighting Works

6.12 The approved estimated expenditure over the current period of the contract expiring in June 2027 is £22.8m. Should approval be given to the proposed extension, it is estimated that an additional spend of £2m will occur over the period of this extension.

Summary of Current and Extension Contract Values

6.13 The amendments to the value of the current highway contract and additional expenditure required within the proposed extension to both the highway works and street lighting contracts are set out in the table below.

Contract	Years	Current Value	Spend to date	Remaining value	Additional funding to be requested	Estimated extension value (2027-28)	Estimated total contract value
Highways	2020-27	98m	80.64m	17.36m	7m	5m	110m
Street Lighting	2019-27	22.8m	18.57m	4.23m	-	2m	24.8m

Insourcing Review

6.14 The proposed strategy has taken into consideration the outcome of an earlier investigation as to the possibility of insourcing part, or all, of the highway maintenance and improvement works. This investigation, including a more recent update, is discussed in greater detail in the body of the draft strategy. Two options for insourcing the works, through a hybrid working arrangement with a term contractor, and a fully insourced model were considered.

6.15 These options were appraised in 2023 using the Council's 'enabling framework' and compared with the option of continuing to deliver all the works through a term contractor.

6.16 It was concluded that the running costs of either insourcing option would be substantially higher than delivering all the works through a term contractor which would result in less works being delivered. Besides the comparative cost, other considerations included the current lack of internal resources and skill sets to deliver such works, including management and supervision of works, problems of recruiting and retaining operational staff, and reconciliation of market pay rates with Council pay scales.

6.17 A recent update of the earlier review was carried out and confirmed that the operating conditions and resulting relative costs remained unchanged.

Proposed Longer Term Procurement Strategy

6.18 The draft strategy (attached in the (exempt) Part B Appendix 1 to this report) sets out a proposal to engage a single contractor to carry out both highway and street lighting maintenance and improvements works having regard for the substantial synergy between the two kinds of work and the resulting administrative benefits.

6.19 The maximum contract term would be 8 years, made up of an initial 4-year term and two 2-year extensions subject to satisfactory performance of the successful contractor.

6.20 The strategy sets out the objectives of the procurement, the nature of the requirements, the market analysis undertaken, and the resulting preferred procurement option.

6.21 Compliance with social value performance targets will ensure that the contract actively contributes to the borough's long-term goals.

6.22 Tender evaluation will take into consideration a combination of commercial, quality, and social value using potential weighting of 65%/25%/10% split.

6.23 Subject to Cabinet approval to the draft procurement strategy, an indicative timetable for the full procurement process is set out in Section 14 of the Procurement Strategy in Appendix 1 located in Part B. Should the indicative target date of 1 April 2028 for commencement of the new contract be achieved, the proposed extensions to the existing contracts can be reduced to align to the start of the new contract, subject to the appropriate notice period being met with the existing contractor.

7 Contribution to Strategic Outcomes

7.1 The highway improvement works and street lighting maintenance contracts play a key role in the delivery of the Council's strategic objectives through seeking to facilitating sustainability, equity, community benefit, and resilience through contract delivery. The Council thereby seeks to ensure that every pound spent on the borough's roads and footways also advances wider social and environmental objectives. The contract will contribute to key vision and related objectives within the Haringey 2035 Vision including:

- Quality of life in all parts of the borough through cleaner, greener and safer neighbourhoods by improving the public realm.
- Supporting greener choices through supporting active travel and inclusive mobility by maintaining and expanding cycleways, footways, and accessible crossings.

8 Carbon and Climate Change

8.1 The new contractor's performance will be monitored against a target of recycling 95% waste.

8.2 The carbon produced in carrying out works will be reported to the council and the new contractor will also be expected to progress a range of measures to reduce carbon emissions, thereby reflecting objectives within the theme of "Responding to Climate Emergencies" within the earlier Corporate Delivery Plan including "the trialling and actual use of lower carbon materials and treatments in highway maintenance and improvement schemes."

9 Statutory officers' comments (Chief Finance Officer, Head of Procurement, Director of Legal and Governance, Equalities)

Procurement

9.1 Strategic Procurement notes the contents of this report.

Budget Increase Request Within the Official Contract Period

9.2 The current approved budget for the highway improvement works contract will not cover the delivery of works up to 30th June 2027 due to inflationary cost pressures and increased investments in highway assets, public realm improvements and active travel programmes.

9.3 During this official contract period an amount of £7m is required to deliver the agreed contract up to 30th June 2027. A further amount of £5m is required to deliver services up to 30th June 2028. The highway improvement works contract will therefore be varied under Regulation 72(1)(b) of the Public Contracts Regulations (PCR 2015) and CSO's 18.03.3 & 2.01(d).

Extension of Contracts Beyond Official Expiry

9.4 The Council's Highways Maintenance and Minor Improvement works, and Street lighting Term Maintenance contract will expire on 30th June 2027. Both contracts are delivered by Marlborough Highways Ltd.

9.5 The Council require both contracts to continue beyond their official expiry up to a period of 12 months in accordance with CSO ,18.03.3 & 2.01(d). The extensions to both contracts are proposed to ensure continuity of service while the Council reviews its long-term procurement approach and priorities.

9.6 The conditions of Regulation 72 of the Public Contracts Regulations (PCR 2015) have been considered, and the proposed extension is permissible under Regulation 72(1)(b) for highway works contract and 72(5)(a)(b) for street lighting works contract.

- Spend allocated - **£5M** during the extension of the highways contract,
- Spend allocated - **£2M** during the extension of the street lighting contract

New Procurement (Highways and Street Lighting Contract)

9.7 The Council intends to award a new contract by June 2028 through a competitive tender process.

9.8 The Council's delivery options are being explored and as part of this it engaged with the market in September 2026 to gain more insight to improve the delivery model and procurement process.

9.9 The current preferred route to market is the Competitive Flexible Procedure. However, the Council therefore reserves the right to utilise another compliant route to market where appropriate. The Council's routes to market are set out within CSO's 7,8,9,10,11 &12.

9.10 SP will work with the service to drive the procurement, including social value delivery forward. SP recommends the approval of the extension, budget increase and the commencement of a new procurement in accordance with CSO's 18.02.1,18.03.3,2.01(b) & 2.01(d).

Legal

9.11 The Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.

9.12 The works contracts are subject to the provisions of the Public Contracts Regulations 2105 (the Regulations). Any modification of the contract must comply with one of the safe harbours set out in Reg 72 of the Regulations.

9.13 The extension of the street lighting contract is permitted under Reg 72 (5) (a) & (b) i.e. the de minimis rule.

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9.14 The additional spend on the existing highways contract plus the further extension to the highways works contract is permitted under Reg 72 (1) (b) which says that a modification without a procurement is permitted where additional works, services or supplies by the existing contractor have become necessary and were not included in the initial procurement, where a change of contractor -

(i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, and

(ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided that any increase in price does not exceed 50% of the value of the original contract.

9.15 Cabinet has power to approve the recommendations for contract extensions and additional spend under CCSO 2.01 d) (approval of variation or extension with an aggregate value of £500,000 or more).

9.16 Cabinet has power to approve the commencement of a procurement valued at £500,000 or more (CSO2.01 b).

9.17 The Director of Legal and Governance confirms that there are no legal reasons preventing Cabinet from approving the recommendations in this report.

Finance

9.18 This report seeks Cabinet approval to extend the existing contracts with Marlborough Highways Ltd until June 2028 and to procure a new long-term combined highways and streetlighting contract from July 2028. The proposed approach is expected to deliver efficiency savings through the consolidation of the two existing contracts into a single contract arrangement.

9.19 In March 2020, Cabinet awarded the Highways Maintenance and Minor Improvement Works Contract to Marlborough Highways Ltd for a term ending in June 2025. Subsequent Cabinet approvals extended the contract to 30 June 2027, resulting in an aggregate contract value of £98 million. However, an additional £7 million is required to cover expenditure up to 30 June 2027, reflecting inflationary cost increases and increased annual investment in highway assets.

9.20 This report also seeks approval to further extend the Highways Maintenance and Minor Improvement Works Contract with Marlborough Highways Ltd from 1 July 2027 to 30 June 2028 at an estimated value of £5 million. Subject to approval, the aggregate contract value will increase to £110 million. Expenditure during the extension period will be capped at £5 million.

9.21 Cabinet awarded the Street Lighting Works Contract to Marlborough Highways Ltd in July 2019 for a term ending in September 2023. Subsequent Cabinet approvals extended the contract to 30 June 2027, resulting in an aggregate contract value of £22.8 million.

9.22 This report seeks approval to further extend the Street Lighting Works Contract with Marlborough Highways Ltd from July 2027 to June 2028 at a value of £2 million. Subject to approval, the aggregate contract value will increase to £24.8 million.

9.23 The contracts will be funded through the Council's approved capital and revenue programmes, together with external funding sources including Section 106 developer contributions, Transport for London, the Department for Transport, the Environment Agency, and the Greater London Authority.

9.24 The proposed contract value increases and extensions are expected to provide sufficient contractual and financial cover until June 2028, allowing time for the procurement and mobilisation of a new long-term combined highways contract.

9.25 The proposed contract values represent maximum expenditure limits and do not commit the Council to spending at that level. The only fixed financial commitment under the new contract relates to the delivery of the four core services set out in the procurement strategy, and these annual costs can be met from existing revenue budgets for highways and street lighting maintenance. All other works will be commissioned on an as-required basis through pre-agreed schedules of rates, with works instructed, measured and valued in accordance with the contract. This arrangement enables the Council to continue delivering both capital and revenue-funded works efficiently, without the need to undertake separate procurement exercises for individual projects or work packages.

Social Value

9.26 As part of the procurement for the new joint contract, bidders will be required to submit their proposed social value commitments as part of their tender response. The Council will use its approved TOMs (Themes, Outcomes and Measures) Framework to assess, quantify, and monitor the social value offered and delivered throughout the contract term.

9.27 Social value commitments will be aligned to the framework's key themes of Work, Economy, Planet and Community, with each theme comprising a range of outcomes and measures designed to support the Council's wider social, economic, and environmental objectives.

9.28 The successful bidder will be expected to deliver measurable social value outcomes against the agreed commitments, with performance monitored and reported throughout the life of the contract via the social value portal.

Equalities

9.29 The Council has a Public Sector Equality Duty under the Equality Act 2010 to have due regard to the need to:

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

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

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

9.32 The decision seeks approval to extensions to the current highway and street lighting works contracts, with adjusted estimated spends, together with approval for the procurement of a new contract.

9.33 By the inclusion of social value requirements via the TOMS framework within the new contract, this will ensure the Council achieves its wider social value objectives.

9.34 The key beneficial aspects of the works that the contractor will carry out include:

- Improved access to facilities including hospital and medical support centres, schools, libraries, and community centres that will benefit Haringey residents and visitors. especially those with protected characteristics such as older people, disabled people, and children.
- Safer roads with lesser congestion and reduced levels of pollution are likely to benefit people such as pregnant women, older and/or disabled people with respiratory illnesses.
- Improved lighting that will benefit all Haringey residents and specifically benefit some protected groups that are known to feel less safe at night

including women, young adults, older people and disabled people (particularly those who are visually impaired).

- Some works will involve measures to ensure the ongoing safe movement of all road users including temporary diversions and restrictions to the use of footways, However, such works will be complemented by measures to ensure the ongoing safe movement of all road users and having particular regards to disabled and visually impaired people.

9.35 As bodies carrying out a public function on behalf of a public authority, contractors will be required to have due regard for the need to achieve the three aims of the Public Sector Equality Duty, noted above. Arrangements will be in place to monitor the performance of the contractor and ensure that any reasonably possible measures are taken to address any issues that may occur that may have a disproportionate negative impact on any groups who share the protected characteristics.

10 Use of Appendices

Part B Appendix 1 – Draft Procurement Strategy – Highways and Street Lighting Term Maintenance Contract (**Exempt** – **Not for publication** by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

This appendix is not for publication as it contains information classified as exempt under Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of any person (including the authority holding that information).

11 Local Government (Access to Information) Act 1985

N/A

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Report for: Cabinet – 10 November 2026

Item number: 14

Title: Asbestos remediation works, 4-year contract

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

Lead Officer: Joseph Labeur, Lead Asbestos Surveyor

Ward(s) affected: All wards

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1. Cabinet is asked to give permission to go out to tender to procure one Licensed Asbestos Removal Contractor over a four-year measured term contract to ensure all asbestos remediation, encapsulation, make safe and disposal works are carried out in-line with current legislation and Council policy.

2. Cabinet Member Introduction

2.1. Our administration believes that building safety is not simply a matter of regulatory compliance but of public trust and accountability. Cabinet should support this recommendation because we have a clear responsibility to ensure that every council home is a safe, well managed and maintained.

2.2. The council follows a robust risk-based framework for identifying, monitoring and managing asbestos helping to protect residents, employees and contractors while ensuring that risks are identified early and addressed effectively.

2.3. The recommendation in this report will ensure that we are maintaining accurate records, ensuring staff and contractors have the necessary expertise, and implementing clear lines of responsibility, allowing us to provide greater assurance to residents that safety risks are being properly managed and that the Council is meeting its safety obligations transparently and effectively.

2.4. Residents within Haringey and across the country have seen the consequences of building safety failures when organisations fail to take responsibility. Our administration are determined that we will take a different approach. By adopting this recommendation, we demonstrate our commitment to openness, accountability and preventative action, ensuring that resident safety remains at the centre of decision-making and that the Council is held to the highest standards in the management of its homes.

3. Recommendation

3.1. It is recommended that cabinet approves the commencement of a procurement exercise in accordance with Contract Standing Order CSO 2.01(b) for the procurement of one Licensed Asbestos Removal Contractor for the anticipated total contract and contingency budget.

4. Reasons for decision

4.1. To ensure compliance with all current asbestos legislation, asbestos removal contractors are a crucial part of the day-to-day operations of Haringey Council's repairs and project service, and Borough-wide residential safety within Housing Services managed stock that contain asbestos materials used during construction of certain time periods.

4.2. The Council's Contract Standing Order item 2.01.b) requires Cabinet approval to commence a procurement exercise for proposed contracts valued £500k or above.

5. Alternative options considered

5.1. The Council does not have an alternative option as licensed asbestos removal works must be carried out by a contractor holding a HSE issued three-year license to complete such works. This also aligns with Haringey Council policy.

6. Background information

6.1. This procurement seeks to engage an experienced licensed asbestos removal contractor to support the safe and compliant delivery of upcoming works across Haringey Council's Housing property portfolio only. Asbestos-containing materials are known to be present within buildings managed by Haringey Housing teams through our surveying programmes, and their removal is required to ensure ongoing legislative compliance, to protect the health and safety of building occupants and/or users and Haringey staff, and to enable planned refurbishment activities to proceed.

6.2. The Council's asbestos strategy follows strict adherence to the Control of Asbestos Regulations 2012, the Health and Safety at Work etc. Act 1974, and the relevant HSE guidance. The Council recognises that asbestos containing materials remain present in some buildings constructed before 2000 and is committed to managing these materials safely through the identification and control of asbestos risks across its housing portfolio.

6.3. The Council maintains a risk-based asbestos management programme that includes asbestos surveys, re-inspections, accurate asbestos registers, and management plans for all premises where there is a duty to manage asbestos. Information is made available to employees, contractors and other duty holders before work is undertaken, ensuring that maintenance, refurbishment and demolition activities are appropriately planned and controlled to prevent the disturbance of ACMs and protect building occupants.

6.4. The Council integrates asbestos management within its wider building safety and asset management objectives; prioritising remedial works and asbestos removal where risk assessments indicate that action is required. Through robust governance, staff training, contractor assurance and regular performance monitoring, the Council seeks to maintain compliance, safeguard residents and workers, and ensure that asbestos risks are effectively managed throughout the lifecycle of its properties.

6.5. The appointed contractor will be responsible for conducting all asbestos remediation and disposal activities in accordance with current legislation, industry best practice, and site-specific project requirements. This tender aims to establish a reliable partner with the technical capability, proven track record, and resources necessary to manage asbestos risks effectively while minimising operational disruption.

6.6. The contract will be awarded for an initial period of four years, with the option to extend for up to one additional year, subject to satisfactory performance and ongoing service requirements. This approach balances long-term service stability with flexibility for the Council to review future delivery arrangements and market conditions.

6.7. The proposed route to market will be procured via London Construction Programme (LCP), in accordance with Haringey Council's Contract Standing Orders and current procurement guidelines. The Council will seek to secure best value through a competitive tender exercise, ensuring transparency, equal treatment of suppliers, and the selection of a provider that offers the most economically advantageous solution while meeting the Council's service and quality requirements.

6.8. There are no revenue implications arising from the proposed contract.

6.9. The proposed works meet the Council's capitalisation criteria and will be charged to appropriate capital schemes.

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

7.1. The Asbestos Management Strategy contributes to the Council's Corporate Delivery Plan (CDP) by supporting the delivery of safe, compliant and well-maintained homes and buildings for residents, employees and visitors. Through the effective identification, assessment and management of asbestos risks, the strategy helps protect health and safety, supports regulatory compliance, and contributes to the Council's wider building safety and asset management objectives. The strategy also promotes effective governance, risk management and operational resilience, ensuring that the Council continues to meet its statutory responsibilities while maintaining safe environments across its housing portfolio.

7.2. *Homes for the future*: Asbestos materials are not used within new build homes therefore this contract would not be applicable.

7.3. Responding to the climate emergency: Bidders will respond to Social Value questions which will measure their contribution towards climate energy saving.

7.4. Place and economy: Bidders will respond to Social Value questions which will measure their proposed plan for providing social and economic improvements within the Borough of Haringey for the duration of the contract.

8. Carbon and Climate Change

8.1. In delivering asbestos removal services, Haringey recognises its responsibility to minimise carbon emissions and support broader climate change objectives. The appointed contractor will be expected to operate in alignment with current sustainability principles, including efficient planning of site activities, minimising vehicle movements, reducing waste generation, and utilising low-carbon disposal and recycling pathways wherever practicable.

8.2. Contractors should demonstrate an understanding of their carbon footprint and outline measures to reduce greenhouse gas emissions throughout the contract period. This procurement aims to engage a partner that not only meets strict health and safety and legislative requirements for asbestos removal but also contributes to the organisation's commitment to responsible environmental management and the transition to a lower-carbon future.

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

9.1. Finance

9.1.1. The report confirms that the proposed expenditure relates to capital works, there are no revenue implications arising from the contract, and costs will be charged to the appropriate capital schemes.

9.1.2. Whilst pressures within the Fire Safety programme have been reported through the Quarter 1 monitoring process, the overall HRA Capital Programme is currently forecasting underspends, particularly within Major Works, which are expected to offset the current pressure at programme level.

9.2. Procurement

9.2.1. Strategic Procurement has been consulted and notes the contents of this report and the recommendations set out.

9.2.2. The procurement will be tendered in accordance with the Councils' Contract Standing Orders, with primary consideration given to CSO's 7.02 and 8.01.

9.2.3. Strategic Procurement will work with the service to ensure value for money is achieved through the procurement activity, including delivery of social value aligned with the Council's objectives.

9.2.4. Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet are required to approve the commencement of a tendering process where the value of the contract to be procured is £500,000 and above.

9.3. **Legal and Governance**

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

9.3.2. The procurement will need to comply with existing procurement legislation and the Council's Contract Standing Orders. It is noted that primary consideration will be given to use of framework agreements (CSO 7.02) and use of the Council's dynamic purchasing system (CSO 8.01).

9.3.3. In accordance with CSO 2.01 b) the Cabinet is required to approve the procurement of contracts valued at £500,000 or more.

9.3.4. The Director of Legal and Governance confirms that there are no legal reasons preventing the Cabinet from approving the recommendations in this report.

9.4. **Equality**

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

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 those protected characteristics and people who do not.

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

10. **Use of Appendices**

10.1. Appendix A, Exempt report.

11. **Background papers**
None

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Report for:	Cabinet Meeting - 10 November 2026
Item number:	15
Title:	**Bruce Castle Museum – Phase 2 Works – Permission to initiate tender action for a Construction Works Contract**
Report authorised by:	Jess Crowe, Corporate Director of Culture Strategy and Communities
Lead Officer:	Hayley Hedderly, Senior Project Manager, Major Projects Email **hayley.hedderly@haringey.gov.uk**
Ward(s) affected:	Bruce Castle
Report for Key / Non-Key Decision:	Key Decision

1. Describe the issue under consideration.

1.1. To request approval to go out to tender for a construction works contractor to deliver the refurbishment works at Bruce Castle Museum.

2. Cabinet Member Introduction

2.1. Bruce Castle Museum is one of Haringey's most treasured heritage assets, combining centuries of local history with an important role as a much-loved community space. Serving residents and visitors from across the borough and beyond, it provides a wide range of cultural, educational and community activities. With almost one million visits each year, including around 4,000 school children, the museum plays a significant role in celebrating and sharing Haringey's diverse history and communities, including through its LGBTQ+ collections and the Windrush Generation and Legacy Gallery. The programmes run at Bruce castle benefit a broad range of residents, including older people, young people, carers, low-income families and those experiencing isolation.

2.2. To meet demand from visitors, the building now requires investment and improvement works. These upgrades will help secure the long-term future of this important cultural and community asset in the east of the borough, ensuring it remains free and accessible to all.

2.3. The urgent and critical refurbishment works set out in this report are necessary to address long-standing issues relating to the building's structural fabric, safety and resilience. The proposed investment in Bruce Castle is a welcome step towards preserving this Grade I listed building, it will; improve safety for staff and visitors, protect the borough's archives and collections, and reduce the environmental and financial costs of maintaining the site; ensuring that local people can continue to access and learn from our shared history.

2.4. The works are primarily focused on repairs and compliance, as well as improving the building's heating, ventilation, drainage and roof infrastructure which will support better environmental performance and help ensure that this valued public asset remains sustainable, resilient and accessible to residents for many years to come.

2.5. This administration believes that it is our responsibility to preserve our historic buildings to protect our borough's rich heritage and ensure these assets remain accessible and sustainable for future generations. By doing these improvements we are creating the foundations for securing additional external funding and delivering a longer-term vision for Bruce Castle as a thriving cultural destination at the heart of the east of the borough.

3. Recommendations

3.1. For Cabinet pursuant to Contract Standing Orders 2.01(b) to:

3.2. Approve the commencement of a tendering process for a construction works contactor to deliver the Phase 2 works at Bruce Castle Museum.

4. Reasons for decision

4.1. It is essential to engage a construction works contractor to undertake these urgent refurbishment works to enable the council to continue to act as guardian to both the historical and cultural significance of the Grade I listed building itself, and to the Council's archives and local history collections that it holds.

4.2. A works contractor will be selected competitively through a single-stage tendering process. The London Construction Programme General Framework has been discounted since the list of contractors do not hold significant levels of heritage building experience. The Dynamic Purchasing System is presently the preferred vehicle. The form of contract proposed to be used is a JCT Standard Building Contract.

4.3. Soft market engagement will continue to be undertaken to verify the form of contract, likely programme duration, and to ascertain market appetite and availability of the market within those parameters.

5. Alternative options considered.

5.1 **Do nothing:** The council could decide not to tender the scheme. This is not recommended, given the current history of water ingress through the roof, and safety and compliance issues that need to be addressed. Without undertaking the work, reactive repair costs will escalate, as will risks to visitors, staff and the museum collections.

5.3 **In-house:** There is currently no resource within the council that has the capacity, specialist expertise or qualifications to deliver this service.

5.4 **Invite open tenders via Contracts Finder:** This would result in a protracted tender period and would delay delivery of the project.

5.5 **Use an alternative public sector DPS:** This would not be compliant with CSO 8.02, given that the LCP Framework and DPS has been deemed suitable for the requirements being sought.

6. Background information

6.1. The Bruce Castle Museum is a 16th Century, Grade 1 listed building. Representing one of the Council's two Grade 1 listed building in the borough and historical ties back to Robert the Bruce, this remarkable asset is a hidden gem in the East of the Borough.

6.2. Bruce Castle Park was created from the remains of the ancient Bruce Castle family estate, dating back to the 11th Century. Covering eight hectares of parkland, the park now sees over 900,000 visitors per annum who visit the park to use its main facilities including tennis and basketball courts, a tree trail, festivals, children's playground and more.

6.3. The proposed fabric and services improvements will reduce the operational running costs of Bruce Castle and bring the building into a compliant state making it safer for staff and visitors.

6.4. Strategically, it is anticipated that these works provide a platform for further projects which aspire to transform and repurpose the castle to bring a wider community benefit, attracting more people to the heritage building and grounds, and thereby achieve additional revenue to further lower the council's deficit on the asset.

6.5. Since Bruce Castle Museum is a Grade I listed building, as owners, LBH are subject to strict statutory obligations to preserve the special architectural and/or historical character of the building under the Planning (Listed Buildings and Conservation Areas) Act 1990. As custodians, the Council has a general responsibility to keep the property in good repair and to safeguard its future.

6.6. As a Local Authority, and in the interest of the public, LBH is also obligated to safely collect, store, manage, preserve, protect, and provide public access to official and documentary heritage/historical records. Currently Haringey's archive is housed within Bruce Castle Museum. The current condition of the building is putting these records at risk along with the collections (artifacts and art) within the Museum itself.

6.7. In 2022 a building wide due diligence survey completed by Fulkers Bailey Russell identified essential fabric refurbishment and improvements, internal mechanical and electrical services, and the internal refurbishment and redecoration to the building.

6.8. In 2024 the museum underwent extensive capital works to certain areas of the building, partly funded by Arts Council's Museum Estate and Development (MEND) funding. This phase of the project (referred to as Phase 1) delivered some much-needed structural improvements to the East Wing of the museum, as well as addressing fire stopping, and internal improvements and finishes to a number public facing galleries.

6.9. The Major Projects Team were commissioned in August 2024 who in turn appointed a multi-disciplinary design team to review the list of outstanding works. Following the Feasibility, which was delivered in August 2025, the definitive list of works was categorised into priorities 1-5.

6.10. To remain within budget, priorities 1 and 2 along with CCTV improvements were identified to form the scope of phase 2. This includes necessary Health and Safety improvements i.e. to improve fire safety and upgrade systems to support the fire strategy e.g. door entry system The detailed schedule of work is as follows:

1 Urgent	• Loading of the upper floors to the Victorian Wing where the Archive is currently stored.

	• Refurbishment/replacement of below ground drainage. • Review of existing rainwater goods capacity to ensure downpipes can handle appropriate levels of storm water. • Verification of the condition of electrical installations (inspection reports requested).
2 Essential	• Roof refurbishment, namely reforming and relining lead gutters. • Replace defective rainwater goods. • Refurbishment or replacement of defective plaster. • Replacement of existing heating system. • Improvements to the ventilation system. • Replacement of water supply pipework. • Review and improvements to the emergency lighting system. • Improvements to the security system. • Works to investigate/stabilise the north-east corner of the Victorian Wing. • Repairs to timber floor structure (oversized notches or known timber decay). • Replacement of main entrance doors. • Installation of new key suited locks to doors. • Fitting doors F4.D01 and F15.D01 with electromagnetic locks to replace 'break glass for key' points. • Reinstate existing means of escape from the Basement.

6.11. On 22nd July 2026, Historic England visited the museum as part of an initial assessment of an Expression of Interest for Museum and Estate and Development Fund (MEND) grant funding, which was submitted on 12th June 2026.

6.12. During this site visit, Historic England identified some further areas not within the existing scope which gave them cause for concern. They recommended the inclusion of the previously identified and descoped priority 3 external works to the main building, plus the external refurbishment of the clock tower cupola to present a better chance of securing funding. This additional scope of works has been designed, and construction cost has been valued.

6.13. A full grant application for £900,000 was submitted on 4th September 2026. LBH will hear in March 2027 if the application for grant in full or part has been successful. However, in the meantime, these additional MEND works have been included in the construction works estimate as set out in Appendix 1 - Exempt Part B of this report.

6.14. The Museum & Archive service, and the London Borough of Culture team have been consulted to understand and incorporate their feedback and needs.

6.15. Additionally, consultations with conservation, planning, and building control authorities will be conducted to ensure compliance with all regulatory requirements.

6.9 A construction contractor is required to deliver the recommended approach.

6.10 Upon completion of the contractor tender exercise, a further report will be prepared to reflect a request for awarding a construction works contract to the successful bidder.

6.11 At the point the contractor is appointed, there will be sufficient resources in the approved General Fund programme, from scheme 316.

6.12 The estimated total projected costs for this project are as set out in Appendix 1 -Exempt Part B of this report.

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

7.1 This project will contribute to the Council's Corporate Delivery Plan 2024-2026. All projects commissioned by Officers of the Council are expected to align with this plan and will be reflected in key capital project documentation such as project briefs, design briefs, business cases, project initiation documents (PID) and award reports.

7.2 The project will contribute to meeting the following Corporate Delivery Plan Outcome:

- **Resident experience and enabling success –** Excellent resident experience
- **Culturally rich borough –** A cultural infrastructure to be proud of

8. Carbon and Climate Change

8.1 The Head of Carbon Management was consulted during the feasibility study of this project and feedback received has been incorporated into the feasibility study design brief.

8.2 As part of the feasibility stage, the design team explored an opportunity to upgrade the traditional heating system to a ground source heat pump. This carbon reducing enhancement attracted an estimated construction cost of circa £1m. Given the financial environment this was dependent upon securing external funding. Funding was not guaranteed and made less likely given the award of grant which had been achieved for the phase 1 works. To save further abortive costs, and although developed to RIBA stage 3 for the purposes of the grant application, this consideration was discounted at feasibility stage.

8.3 Environmental enhancements were not within the list of works that were categorised as priority 1& 2, however, the refurbishment of the roof, and the upgrading of the heating and ventilation system will by default improve the energy performance of the building.

8.4 In addition, the review of rainwater good capacity, and the refurbishment and replacement of below ground drainage will no doubt lead to attenuation, which will improve the response of the ground conditions to climatic change.

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

9.1 Finance

9.1.1 Comments contained in Appendix 1 - Part B Exempt Information.

9.2 Procurement

Strategic Procurement (SP) has been consulted and notes the contents of this report and the recommendations set out

The procurement opportunities will be tendered in accordance with the Councils' Contract Standing Orders, with primary consideration given to CSO's 7.02 and 8.01. Approval for an alternate route to market will be sought from the Chief Procurement Officer.

SP will work with the service to ensure value for money is achieved through the procurement activity, including delivery of social value aligned with Councils' priorities.

Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b).

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 a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3 of the report is in line with the Council's CSO.

9.3.3 Strategic Procurement has indicated that the contract to be procured would be procured through a Framework or a dynamic Purchasing System in line with the Council's CSO 7.02 or CSO 8.01.

9.3.4 The Director of Legal and Governance (Monitoring Officer) sees no legal reasons preventing the approval of the recommendation in the report.

9.4 Equality

9.4.1 The council is dedicated to fulfilling its Public Sector Equality Duty (PSED) as required by the Equality Act 2010. This means that we must actively take into account the following requirements:

• Foster equality of opportunity for individuals with protected characteristics as well as those without.

• Promote positive interactions between individuals who possess those characteristics and those who do not.

• Avoid discrimination, harassment, victimisation, and any other actions that the Act forbids.

9.4.2 These responsibilities relate to various protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. While the status of marriage and civil partnership is pertinent to the first obligation, it is crucial to recognize that socioeconomic status is regarded as a protected characteristic at the local level by Haringey Council, despite not being enforced by law.

9.4.3 A decision has been reached to award a contract for development works of community and parks facilities buildings, financed by Haringey Council, for Bruce Castle Museum Phase 2 Works, with intentions to issue a letter of intent.

9.4.4 These works aim to reduce the operational cost to the council by conserving and preserving the historical and cultural asset that is Bruce Castle Museum. This is in terms of building fabric, services and structure. The primary goal is to assure and protect the council asset in the long term whilst simultaneously offering a better working environment to staff, and a sensitively modern service offering for visitors in accordance with Haringey's Corporate Delivery Plan.

9.4.5 There will likely be disruption for the duration of the works, which is still being assessed, however any potential impacts to access resulting from the disruption will be reviewed once confirmed and mitigated where possible. Where access can safely be permitted, it will be accessible to all those who can currently access it. The proposal is likely to have no/minimal impact on groups that share the protected characteristics or other disadvantaged groups. As a contractor for a public body, the selected company will be obligated to adhere to the three objectives of the Public Sector Equality Duty that we have outlined.

10. Use of Appendices

10.1 Appendix 1 – Part B Exempt Information

11. Background papers

11.1 N/A.

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Report for: Cabinet - 10 November 2026

Item number: 16

Title: Extension of the Tyco CCTV Maintenance Contract & the Tyco Equipment and Services Contract

Report authorised by: Barry Francis, Director of Environment and Resident Experience

Lead Officer: Abdul Sahed, Head of Parking
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Mustafa Kivanc Karakas, Contracts and Performance Manager
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Ward(s) affected: All

Report for Key Decision

1 Describe the issue under consideration

1.1 On 15 November 2021, Cabinet approved the award of a contract for the maintenance of the Council's CCTV equipment to Tyco Fire & Integrated Solutions (UK) Ltd for a period of four years at a total value of £1,836,668. The contract was extended for a further year in 2025 for a total of £900,000. The contract is due to expire on 30 November 2026.

1.2 The contract provides comprehensive maintenance and support services for the Council's CCTV estate, including Community Safety CCTV systems, Traffic Enforcement cameras, School Streets infrastructure, Low Traffic Neighbourhood enforcement systems, control room technology and associated equipment.

1.3 The Council's CCTV estate has expanded significantly since the original award through investment in new public safety cameras, moving traffic enforcement infrastructure, School Streets, Low Traffic Neighbourhoods and upgraded control room facilities. The CCTV network now supports a broader range of operational and statutory functions across the borough.

1.4 On 15 November 2021, Cabinet separately approved a contract for the provision of CCTV Equipment and Services with Tyco Fire & Integrated Solutions (UK) Ltd, with an approved value of £7,436,722.83, which is due to expire on 28 February 2027. Officers have identified an opportunity to align future procurement arrangements and develop a single integrated procurement strategy covering CCTV maintenance, cameras, equipment and infrastructure services.

1.5 This report therefore seeks Cabinet approval, in accordance with Contract Standing Order 2.01(d), to extend the existing maintenance contract with Tyco Fire & Integrated Solutions (UK) Ltd for a period of 12 months from 1 December 2026 to 30 November 2027 at a value of £809,233.02. The extension will ensure continuity of critical maintenance services whilst enabling officers to undertake a strategic review and procure a long-term integrated CCTV solution. The report also seeks Cabinet approval to extend the term only, at no additional cost, of the CCTV Equipment and Services until 30 November 2027 in order to align both contract expiry dates ahead of a future integrated procurement exercise.

2 Cabinet Member Introduction

2.1 CCTV infrastructure plays an important role in helping to keep Haringey safe. From helping to tackle crime and anti-social behaviour to supporting safer streets and monitoring School Streets and traffic filtering, they play a practical role in improving residents' quality of life.

2.2 Traffic enforcement cameras are particularly important in supporting our ambition for streets that are safer and more accessible for pedestrians and cyclists. They help ensure that School Streets, pedestrian routes and cycling infrastructure function as intended, making it easier and safer for people to walk and cycle on a daily basis.

2.3 By supporting measures that reduce road danger improve sustainable transport options, CCTV contributes to our wider goals around resident safety, cleaner air and climate action.

2.4 At the same time, we recognise that the use of camera technology must be carefully balanced with the rights and expectations of residents. Any use of CCTV or enforcement cameras should be proportionate, transparent and accountable, with appropriate safeguards in place to protect privacy and maintain public trust.

2.5 That’s why this proposed extension will coincide with a strategic review of the Council’s future CCTV requirements, which will consider how technology can best support community safety, road safety and sustainable transport objectives over the longer term.

2.6 This period will also allow the Council to develop a more integrated approach to future procurement, ensuring that services are delivered efficiently, represent good value for money, and continue to reflect the Council's priorities for safer streets, thriving neighbourhoods and a greener borough.

2.7 The proposed extension will ensure continuity of these critical services while officers undertake a strategic review of the Council's future CCTV requirements and develop a single integrated procurement approach covering maintenance, cameras, equipment and infrastructure services. This approach will support long-term service resilience, effective contract management and value for money for residents across the borough.

3 Recommendations

3.1 That Cabinet pursuant to CSO 18.02.2 and CSO 2.01(d) approves the extension of the contract for the maintenance of CCTV equipment with Tyco Fire & Integrated Solutions (UK) Ltd for a period of one year from 1 December 2026 to 30 November 2027 at a value of £809,233.02. The original contract was awarded in November 2021 for a four-year term commencing on 1 December 2021 at a value of £1,836,668. The contract was subsequently extended in November 2025 for a period of one year from 1 December 2025 to 30 November 2026 at a value of up to £900,000. The proposed extension would bring the total contract value to £3,545,901.02.

3.2 That Cabinet approves an extension of the term only, at no additional cost (Nil), of the contract for the provision of CCTV Equipment and Services with Tyco Fire & Integrated Solutions (UK) Ltd, originally awarded in November 2021 and commenced on 1 March 2022, with an expiry date of 28 February 2027, to 30 November 2027. The extension will align the expiry dates of the hardware and maintenance contracts, enabling the Council to undertake a future integrated procurement exercise and realise the efficiencies associated with a single contract arrangement.

3.3 That Cabinet pursuant to the provisions of the Council's CSO 2.01(b) approves the commencement of a procurement exercise for a future integrated CCTV service covering maintenance, equipment and infrastructure requirements.

4 Reasons for decision

4.1 The current CCTV Maintenance Contract expires on 30 November 2026. Continued maintenance support is required to ensure the ongoing operation of Community Safety CCTV systems, traffic enforcement cameras, School Streets infrastructure, Low Traffic Neighbourhood enforcement systems and associated control room equipment.

4.2 CCTV infrastructure plays a critical role in supporting public safety, crime prevention, crime detection, evidence gathering and statutory traffic enforcement functions across the borough. Any interruption to maintenance arrangements could result in system failures, reduced operational capability and reputational risks for the Council.

4.3 The Council currently maintains a separate contract for CCTV Equipment and Services. This infrastructure contract expires in February 2027. Aligning contract expiry dates provides an opportunity to undertake a single procurement exercise for CCTV maintenance, cameras, equipment and infrastructure services. This approach is expected to deliver a more cohesive CCTV service model by aligning responsibility for maintenance, equipment and infrastructure within a single procurement arrangement which will allow the Council to consolidate contracts and leverage better value for money from the market.

4.4 The Council's future CCTV procurement must take account of the planned relocation of the CCTV control room and associated server infrastructure from Alexandra House and River Park House. Entering into a long-term maintenance and equipment contract before establishing the future control room's technical requirements could risk committing the Council to infrastructure and contractual arrangements that may be incompatible with its future operating environment, resulting in additional costs and reduced flexibility.

4.5 The proposed extensions provide an opportunity to align the technical requirements of the CCTV relocation and procurement programmes. Digital Services will work with Parking Services, Community Safety and Property colleagues to establish the future technical architecture and ensure this informs the procurement specification.

4.6 The Council recognises the importance of maintaining competitive procurement arrangements and minimising dependency on any individual supplier. The proposed extensions are therefore intended as time-limited interim arrangements to maintain critical service continuity while the necessary technical and accommodation assessments are progressed.

4.7 The Council intends to undertake a competitive, integrated procurement covering CCTV maintenance, cameras, equipment and infrastructure, promoting interoperability, supplier flexibility and whole-life value for money. The objective is to mobilise replacement contractual arrangements by November 2027, ensuring the new contract is compatible with the Council's future CCTV control room and infrastructure requirements.

4.8 The proposed extensions will provide sufficient time for officers to undertake stakeholder engagement, service reviews, requirements gathering, market assessment and specification development required to support a future integrated procurement exercise. Given the scale and complexity of the Council's CCTV estate, a longer-term strategic integrated procurement approach is considered preferable to undertaking a standalone maintenance tender at this stage.

4.9 An assessment of contract performance has confirmed satisfactory overall delivery, with no material performance issues or concerns identified that would prevent the Council from exercising the proposed extensions.

4.10 Value for Money

The agreed extension value of £809,233.02 for the CCTV maintenance contract provides cost certainty for the 12-month extension period and remains within the permissible modification thresholds under Regulation 72(b)(1) of the Public Contracts Regulations 2015. The proposed extension value is £90,766.98 lower than the £900,000 value of the previous one-year extension, representing a budget provision saving in annual contract value whilst maintaining continuity of critical CCTV maintenance services. The extension also avoids the cost, resource and procurement implications associated with undertaking a standalone maintenance procurement ahead of the planned integrated procurement of CCTV maintenance, cameras, equipment and infrastructure services. This approach will provide officers with sufficient time to develop a coordinated procurement strategy, consolidate future service requirements, explore economies of scale and seek enhanced value for money through a single integrated procurement exercise. The extension also supports alignment with the CCTV Equipment and Services Contract, reducing duplication of future procurement activity.

5 Alternative options considered

5.1 Option 1 - Do Nothing

Allow the existing maintenance contract to expire on 30 November 2026.

This option is not recommended as it would leave the Council without maintenance arrangements for critical CCTV infrastructure. The resulting risks include equipment failure, reduced public safety monitoring capability, disruption to statutory traffic enforcement functions, loss of CCTV evidence and reputational damage to the Council.

5.2 Option 2 - Procure a New Maintenance Contract Only

Undertake a standalone procurement exercise for CCTV maintenance services prior to contract expiry.

This option is not recommended as it would require a separate procurement exercise before completion of the Council's wider review of CCTV requirements and before alignment with the cameras, equipment and infrastructure contract. It would create additional procurement activity, reduce opportunities for integrated service delivery and increase contract management complexity.

6 Background information

6.1 CCTV is installed in the borough to help prevent and detect crime and to enable enforcement of decriminalised traffic contraventions. It can also reassure the public about community safety. It is in public places to:

- provide evidence to relevant enforcement agencies;
- maintain public order;
- prevent anti-social behaviour and nuisance; and
- provide reassurance.

6.2 Parking Services operates an established CCTV enforcement function which plays a critical role in the management of the borough's road network. The Council relies upon CCTV technology to support the enforcement of moving traffic restrictions, School Streets, bus lanes, Low Traffic Neighbourhoods and other traffic management measures. As required by statutory guidance, CCTV footage is used to gather evidence and facilitate enforcement action where contraventions occur.

6.3 The scale and significance of the Council's CCTV enforcement operation have continued to increase. During 2025/26, CCTV enforcement cameras were used to issue 195,187 Penalty Charge Notices relating to moving traffic restrictions, School Streets, bus lanes and other traffic management measures. As at the end of March 2026, income associated with CCTV enforcement activity totalled circa. £9.4m for 2025/2026. The continued operation and maintenance of the Council's CCTV infrastructure is therefore essential to supporting statutory traffic enforcement functions, protecting a significant income stream and ensuring the ongoing effectiveness of traffic management measures across the borough.

6.4 Both contracts are funded through Parking Services and Community Safety budgets. Parking Services' contribution is supported by revenue generated from enforcement activity.

6.5 Since the award of the original maintenance contract, the Council has continued to expand its CCTV estate through investment in Community Safety CCTV, School Streets infrastructure, Low Traffic Neighbourhood enforcement cameras and associated control room technology. These investments have increased the scale and complexity of the Council's CCTV operations and strengthened the importance of maintaining resilient maintenance arrangements.

6.6 The Council has also invested in upgraded control room facilities and supporting infrastructure to enhance public safety monitoring and enforcement operations. The CCTV network now supports a broader range of operational functions across both Parking Services and Community Safety than was originally envisaged when the contract commenced.

6.7 Officers regularly monitor contractor performance against the key performance indicators contained within the contract, including response times, repair times, system availability and planned preventative maintenance requirements. Contract performance is reviewed through regular contract management meetings involving Parking Services, Community Safety and the contractor, supported by regular contractor performance reports. The contractor continues to perform in accordance with contractual obligations and no significant performance concerns have been identified during the contract term.

6.8 The current CCTV Maintenance Contract expires on 30 November 2026, while the separate contract for CCTV Equipment and Services expires in February 2027. The differing expiry dates present an opportunity to align future contractual arrangements and undertake a strategic review of the Council's long-term CCTV requirements. Extending the current maintenance contract would provide the necessary time to plan and develop an integrated procurement approach, ensuring that future equipment and maintenance requirements are considered holistically and procured through a coordinated contractual arrangement.

6.9 Officers from Parking Services and Community Safety have identified potential benefits in undertaking a future integrated procurement exercise covering CCTV maintenance, cameras, equipment and infrastructure services. A more integrated approach has the potential to improve supplier accountability, simplify contract management arrangements, support service resilience and achieve improved value for money over the lifetime of the contract.

6.10 During the current extension period, the Council has sought greater clarity regarding the future accommodation arrangements for the CCTV Control Room currently located at Alexandra House and the associated Server Room currently located at River Park House. Whilst it was known that both facilities would be required to relocate as part of the Council's wider accommodation strategy, their future location and the associated infrastructure, architecture and integration requirements remained under development. As these factors will directly influence the future design and technical requirements of the CCTV service, it was not possible to finalise the specification necessary to support a comprehensive procurement exercise.

6.11 The Council has since developed a clearer roadmap for the future relocation programme, with feasibility work identifying potential options subject to technical assessment, whilst further development work continues. This has provided greater certainty regarding the future operating environment of the CCTV service and will enable officers to define future requirements and progress procurement planning with a stronger understanding of long-term operational and technical needs.

6.12 To support delivery of the future procurement, the Council is establishing a cross-directorate programme working group bringing together representatives from Parking Services, Community Safety, Digital Services, Property, Procurement and other relevant stakeholders. Supported by dedicated programme leadership and specialist technical resources, the group will coordinate the various workstreams required to define future requirements, strengthen governance arrangements and provide oversight of the procurement programme.

6.13 The proposed extensions will provide sufficient time for officers to undertake detailed service reviews, stakeholder engagement, market assessment and specification development necessary to support the future procurement strategy. This work will be undertaken collaboratively with relevant services across the Council, including Parking Services, Community Safety and Digital Services, to ensure future requirements are appropriately assessed and incorporated into the future procurement strategy. Officers will also explore opportunities to incorporate CCTV-related requirements from other Council services where appropriate, with the objective of achieving greater economies of scale, reducing duplication across service areas and supporting a coordinated corporate approach to CCTV service provision. Given the scale, complexity and specialist nature of the Council's CCTV estate, officers consider that extending the current arrangements whilst undertaking this work presents lower operational, financial and procurement risk than commencing standalone procurement for maintenance at this stage. The outcomes of this work will inform the preferred future procurement model and associated procurement programme for recommissioning the service.

6.14 Parking Services and Community Safety have been consulted on the proposal and support the extension as the most practical and lowest-risk approach to maintaining service continuity whilst future commissioning arrangements are developed.

6.15 The proposed Maintenance Contract extension was considered and endorsed by the Commissioning Board on 29 September 2026. In doing so, the Board also noted the proposed alignment of the CCTV Equipment and Services Contract to support the development of a future integrated procurement approach.

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

7.1 The Council's CCTV operations contribute directly to the "Safer Haringey" theme of the Corporate Delivery Plan 2024-2026, particularly the outcome area "Secure and Supported Communities". Community Safety CCTV supports the prevention and detection of crime and anti-social behaviour, assists enforcement agencies through the provision of evidential footage, and contributes to public confidence and safety across the borough. The maintenance of a reliable CCTV network supports the Council's objective of creating safer communities and enhancing residents' sense of security.

7.2 The Council's CCTV estate also contributes to the "Responding to the Climate Emergency" theme of the Corporate Delivery Plan 2024-2026. Traffic enforcement cameras support the operation of School Streets, Low Traffic Neighbourhoods, moving traffic restrictions and bus lane enforcement measures, which form part of the Council's commitment to expanding active travel and improving air quality. Maintaining these systems assists the Council in delivering safer streets, encouraging sustainable travel choices and supporting wider environmental objectives.

8 Carbon and Climate Change

8.1 The CCTV estate continues to support a number of traffic management and enforcement initiatives which contribute positively to the Council's environmental and climate change objectives.

8.2 CCTV enforcement supports the operation of School Streets and Low Traffic Neighbourhood schemes, which seek to reduce unnecessary vehicle movements, improve local air quality and create safer environments for and promote walking, cycling and other forms of active travel. Maintaining reliable CCTV infrastructure is essential to the effective operation and enforcement of these schemes.

8.3 By supporting compliance with traffic management measures, CCTV enforcement contributes to reduced vehicle emissions within restricted areas and encourages behavioural change towards more sustainable travel choices. These outcomes assist the Council in delivering wider environmental objectives and responding to the climate emergency.

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

9.1 Finance

9.1.1 This report seeks Cabinet approval for an extension to the current contract for the maintenance of CCTV equipment with Tyco Fire & Integrated Solutions (UK) Ltd for a period of one year, from 1 December 2026 to 30 November 2027, at a value of £809,233.

9.1.2 The original contract was awarded in November 2021 for four years for a sum of £1,836,668. This contract was subsequently extended to November 2026 for a sum of £900,000. The total aggregated value of the contract, including the proposed extension, will be £3,545,901.

9.1.3 This report also seeks Cabinet approval for an extension to the current CCTV Equipment and Services Contract with Tyco Fire & Integrated Solutions (UK) Ltd until 30 November 2027, with no increase to the existing contract value.

9.1.4 The original contract was approved by Cabinet on 15 November 2021 and is due to expire in February 2027. The total aggregated value of the contract, including the extension, will be £ 7,436,723.

9.1.5 The proposed extensions will align the expiry dates of both the CCTV Maintenance Contract and the CCTV Cameras, Equipment and Infrastructure Contract, enabling the Council to consolidate service requirements, streamline contract management, and realise operational efficiencies.

9.1.6 The report also seeks Cabinet approval to commence a procurement exercise for a future integrated CCTV service that combines maintenance, cameras, equipment, and infrastructure requirements into a single contract. The new contract will include robust key performance indicators and performance management arrangements to ensure value for money and continued service effectiveness for the Council.

9.1.7 The contracts will be funded from the existing Parking Services and Community Safety budgets.

9.2 **Strategic Procurement**

9.2.1 The process was led by Strategic Procurement. The decision to extend the existing Equipment and Maintenance contracts with Tyco Fire & Integrated Solutions (UK) Ltd for a period of one year is permitted under Regulation 72(1)(b) of the Public Contracts Regulations 2015. This is also supported with the CSO 18.02.2 In accordance with Contract Standing Orders (CSOs) 0.08 (Cabinet Member Decision) and 2.01(d), it is recommended that cabinet approve this extension.

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) 18.02.2 and CSO 2.01(d), Cabinet may approve the extension of a contract where the value of the extension 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 extension is permitted under Regulation 72(1)(b) of the Public Contracts Regulations 2015 so long as the Council can establish that a change cannot be made as a result of economic or technical reasons and that it would cause significant inconvenience or substantial duplication of costs to the Council.

9.3.4 Pursuant to the provisions of the Council's CSO 2.01(b), Cabinet may approve the commencement of a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3.3 of the report is in line with the Council's CSO.

9.3.5 The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

9.4 **Equality**

9.4.1 The Council has a Public Sector Equality Duty under the Equality Act 2010 to have due regard to the need to:

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

9.4.2 The protected characteristics under the Equality Act 2010 are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership status applies to the first limb of the duty only.

9.4.3 No significant adverse impacts on persons sharing protected characteristics have been identified. The proposal relates to the extension of the Council's existing CCTV maintenance, cameras, equipment and infrastructure contracts and does not introduce any changes to CCTV policy, operational practices or service delivery arrangements

9.4.4 The proposal supports the continued operation of CCTV systems used for crime prevention, crime detection, evidence gathering, public reassurance and traffic enforcement across the borough.

9.4.5 Public Space CCTV contributes to a safer environment for people with all protected characteristics. In particular, the continued operation of CCTV infrastructure may benefit groups who are disproportionately affected by crime, anti-social behaviour and hate crime by providing a deterrent effect and supporting the investigation of incidents where they occur.

9.4.6 Maintaining the Council's CCTV estate also contributes to public reassurance. The continued operation of CCTV infrastructure may therefore have a positive impact for residents who experience heightened concerns regarding personal safety in public spaces.

9.4.7 The Council also utilises CCTV infrastructure to support traffic enforcement and road safety objectives. The continued maintenance of these systems assists in maintaining compliance with traffic restrictions and may benefit vulnerable road users, including children, older people and disabled residents.

9.4.8 As a contractor carrying out a public function on behalf of the Council, Tyco Fire & Integrated Solutions (UK) Ltd will continue to be expected to comply with all relevant equality legislation and contractual requirements throughout the extension period.

1. Use of Appendices

N/A

2. Background papers

Corporate Delivery Plan 2024-2026
https://haringey.gov.uk/council-elections/council-policies-plans/corporate-delivery-plan

Report for: Cabinet - 10 November 2026

Item number: 17

Title: Extension of the Marston (Holdings) Limited Nuisance Vehicle Contract

Report authorised by: Barry Francis, Corporate Director of Environment & Resident Experience

Lead Officer: Abdul Sahed, Head of Parking
abdul1.sahed@haringey.gov.uk

Mustafa Kivanc Karakas, Contracts and Performance Manager
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Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1 Describe the issue under consideration

1.1 This report seeks approval to exercise the final contractual extension available under the Council's existing Nuisance Vehicle Removal Contract with Marston (Holdings) Limited for a period of one year from 1 December 2026 to 30 November 2027. Approval is sought in accordance with Contract Standing Order 18.02.2 and Contract Standing Order 2.01(d). The value of the extension is £1,117,720. The proposed extension will ensure continuity of a critical statutory service whilst the Council completes its ongoing strategic review of future service delivery arrangements.

1.2 The contract supports the Council in exercising its statutory duties and powers relating to abandoned vehicles, parking enforcement and traffic management under the Refuse Disposal (Amenity) Act 1978, the Traffic Management Act 2004 and associated legislation. The service provides for the removal, storage and disposal of vehicles where the relevant statutory criteria for action are met.

1.3 The service also supports highway safety, accessibility and traffic management across the borough and plays an important role in supporting major events at Tottenham Hotspur Stadium through the maintenance of emergency access routes and evacuation corridors. The proposed extension will provide sufficient time to complete the Council's strategic review of the service and determine future commissioning and delivery arrangements beyond November 2027.

2 Cabinet Member Introduction

2.1 Abandoned, nuisance and dangerously parked vehicles can have a significant impact on people's quality of life. People do not want them on our streets - they attract further anti-social behaviour and can make residents feel less safe in their own neighbourhoods. Prompt removal helps keep streets clean, welcoming and accessible for everyone.

2.2 Removing vehicles that block roads, pavements and access points helps protect emergency access routes and ensures that residents, particularly disabled people, older people and families with children, can move around the borough safely.

2.3 The service also supports the safe management of major events at Tottenham Hotspur Stadium by helping to maintain emergency access and traffic flow.

2.4 The proposed extension will ensure continuity of this important service while the Council completes its review of future delivery arrangements, ensuring that it can continue to respond effectively to anti-social behaviour and keep residents safe.

3 Recommendations

That Cabinet:

3.1 Approve the extension of the existing Nuisance Vehicle Removal Contract with Marston (Holdings) Limited, in accordance with Contract Standing Order 18.02.2 and Contract Standing Order 2.01(d), for a period of one year from 1 December 2026 to 30 November 2027. The value of the extension is £1,117,720.

3.2 Note that the extension will maintain existing service arrangements whilst the Council completes its strategic review of future service delivery options.

3.3 Approve the continuation of the strategic review of the Nuisance Vehicle Service, including consideration of alternative delivery models, commissioning arrangements, procurement options and opportunities for service integration, to inform future decisions regarding service provision beyond November 2027.

4 Reasons for decision

4.1 The Council is required to maintain arrangements that enable it to exercise its statutory duties and powers relating to abandoned vehicles, parking enforcement and traffic management. The Nuisance Vehicle Removal Contract provides a key mechanism through which these functions are delivered.

4.2 The service also supports the Council's operational responsibilities associated with major events at Tottenham Hotspur Stadium by helping to maintain emergency access routes, evacuation corridors and the safe movement of traffic. An interruption to service provision could adversely affect the Council's ability to fulfil these responsibilities.

4.3 The existing contract expires on 30 November 2026 and the Council's ongoing strategic review of future delivery arrangements has not yet concluded. Extending the contract will maintain critical statutory services whilst also providing sufficient time to complete the review and ensure that future decisions are evidence-based, affordable and aligned with the Council's operational and strategic objectives.

4.4 Overall contract performance has been assessed as satisfactory, with no material performance issues identified that would prevent the proposed extension.

4.5 The proposed extension represents the lowest-risk option available to the Council. It protects continuity of service, avoids the risks associated with a service gap and provides the necessary time to determine the most appropriate long-term operating model for the service.

5 Alternative options considered

5.1 Do Nothing

5.1.1 Allowing the contract to expire on 30 November 2026 without replacement arrangements would leave the Council without a vehicle removal service.

5.1.2 This would create significant operational, legal and reputational risks and impair the Council’s ability to exercise its statutory duties and powers relating to abandoned vehicles, parking enforcement and traffic management. This option is therefore not considered viable.

5.2 Immediate Re-Procurement

5.2.1 The Council could undertake a procurement exercise prior to the expiry of the current contract.

5.2.2 This option is not recommended because the strategic review of the service has not yet concluded and no preferred long-term operating model has been approved. Undertaking a procurement exercise at this stage could result in the Council procuring a service model that does not align with future strategic objectives.

5.2.3 There would also be a material risk of service disruption due to the time required to undertake a procurement exercise and mobilise replacement arrangements before contract expiry.

6 Background information

6.1 The Council's Nuisance Vehicle Removal Contract commenced in December 2019 following a compliant procurement exercise and is currently delivered by Marston (Holdings) Limited. The contract has subsequently been extended in accordance with the provisions contained within the original contract and the Council's Contract Standing Orders. The current contract term expires on 30 November 2026.

6.2 The Council has statutory duties and powers under the Refuse Disposal (Amenity) Act 1978, the Traffic Management Act 2004 and associated legislation relating to abandoned vehicles, parking enforcement and traffic management. The Nuisance Vehicle Removal Contract provides a key mechanism through which these functions are delivered.

6.3 The service currently provides:

- Removal of nuisance and obstructively parked vehicles;
- Investigation, management and removal of abandoned vehicles;
- Vehicle storage and pound management services;
- Vehicle recovery and disposal services;
- Support for highway safety and accessibility; and
- Event-day operational support associated with Tottenham Hotspur Stadium.

6.4 The current Nuisance Vehicle Contract was awarded by Cabinet in October 2019 for an initial period of four years commencing on 1 December 2019 and ending on 30 November 2023. The contract was awarded at an annual value of £1,091,390.21 and included provisions allowing the Council to extend the contract for an additional two-year period followed by two further one-year extensions at the Council's discretion.

6.5 In November 2023, Cabinet approved a two-year extension of the contract from 1 December 2023 to 30 November 2025. As part of that approval, Cabinet also agreed variations to the contract and an increase in the annual contract value from £1,091,390.21 to £1,132,199.78, resulting in a total extension value of £2,264,399.56.

6.6 In November 2025, approval was granted for a further one-year extension from 1 December 2025 to 30 November 2026 at an annual contract value of £1,117,720.

6.7 This report seeks approval to exercise the final extension available under the contract for the period 1 December 2026 to 30 November 2027 at the same annual contract value of £1,117,720. Subject to approval, the contract will have provided uninterrupted nuisance vehicle services for a total period of eight years from December 2019 to November 2027, with an aggregate contract value of £8,865,400.40.

6.8 Overall contract performance has been assessed as satisfactory, with no material performance issues identified that would present a barrier to the proposed extension. The contractor maintains the specialist infrastructure, pound facilities, operational processes and expertise required to deliver the service effectively.

6.9 The proposed extension was considered by the Commissioning Board on the 29th of September 2026, which endorsed the recommendation set out in this report.

6.10 The Council is currently undertaking a wider strategic review of the Nuisance Vehicle Service. This work includes consideration of future delivery models, opportunities to increase operational control by in-sourcing, long-term financial implications and options for future commissioning arrangements. No preferred long-term operating model has yet been approved.

6.11 During the extension period, service delivery will continue under existing contractual arrangements. This will ensure continuity of service, operational stability and the continued delivery of statutory functions whilst the Council completes its strategic review of future delivery options.

6.12 As part of the ongoing review, the Council will also consider whether there are opportunities to align future vehicle removal and related operational requirements with those of Waste and Recycling Services. The proposed extension will provide the necessary time to review service requirements, develop future commissioning arrangements and consider opportunities for a more integrated approach to service delivery which may allow the Council to take advantage of economies of scale and achieve higher value for money.

6.13 The proposed extension will provide the necessary time to conclude the strategic review, assess future delivery options and determine the long-term direction of the service whilst ensuring continuity of statutory service provision.

6.14 Financial Implications

6.14.1 This contract is broadly cost-neutral, with income generated through vehicle removals, storage charges, vehicle disposals and event-related activity substantially offsetting contract expenditure. Historical performance demonstrates a minimal net impact on the Parking Services account.

Year	Nuisance Vehicle Contract Charges	Nuisance Vehicle Income Receipts	Event Day Receipts	Net Balance	Surplus/ Deficit
2025/2026	£1,192,423.00	-£1,118,233.00	-£93,299.00	-£19,109.00	Surplus Balance
2024/2025	£1,171,999.70	-£947,348.00	-£67,632.00	£157,019.70	Deficit Balance
2023/2024	£1,125,831.00	-£1,174,107.50	-£59,767.00	-£108,043.50	Surplus Balance
2022/2023	£1,028,033.00	-£1,069,880.46	-£55,334.00	-£97,181.46	Surplus Balance
Total	**£4,518,286.70**	**-£4,309,568.96**	**-£276,032.00**	**-£67,314.26**	**Surplus Balance**

6.14.2 The proposed extension will retain the annual fixed contract value of £1,117,720, consistent with the value approved for the 2025 extension. During negotiations, the contractor identified increased operating costs arising from wider labour and inflationary pressures. The Council recognises the legitimate contractual pressures this can create for service providers. These pressures have therefore been considered alongside the need to maintain service continuity, financial sustainability and value for money.

6.14.3 It is proposed that the fixed contract payment remains unchanged. Instead, the contractor will retain the first £44,341.81 of vehicle disposal income generated during the extension period. Once this threshold has been reached, vehicle disposal income will revert to the Council under the existing contractual arrangements. This provides a proportionate and capped response to the contractor's evidenced cost pressures without increasing the direct annual contract payment. The Council's maximum financial exposure is limited to £44,341.81 and remains contained within a service model that has achieved full cost recovery over the previous four years.

6.14.4 The financial risk is further mitigated by the potential to improve operational performance. Current data indicates that the number of vehicles meeting the statutory and operational criteria for removal exceeds the number presently converted into completed removals. The Council will continue working with the contractor to improve performance, supported by closer monitoring of eligible vehicles, completed removals, income recovery and wider service outcomes. Any sustainable increase in completed removals would generate additional removal, storage and disposal income, helping to offset the capped concession and maintain the service's overall financial sustainability. Any increase in activity will remain subject to statutory requirements, operational capacity and the individual circumstances of each case.

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

7.1 The proposed extension supports the outcome of "Safer Haringey" by ensuring the continued removal of abandoned, nuisance and obstructively parked vehicles, helping to maintain safe and accessible streets, support public safety and contribute to secure and supported communities across the borough. It also supports the Council's ability to maintain emergency access routes and safely manage major events at Tottenham Hotspur Stadium.

7.2 The proposal supports the outcome of "Responding to the Climate Emergency" through the continued removal and lawful disposal of abandoned vehicles which can create environmental hazards, helping to reduce environmental nuisance, improve the efficient operation of the highway network and support cleaner, greener and safer neighbourhoods.

7.3 The proposal also supports the outcome of "Resident Experience and Enabling Success" by ensuring the continued delivery of a frontline service relied upon by residents, businesses and local communities. The extension will provide the necessary time to complete the Council's strategic review of future service delivery arrangements in line with the Haringey Deal principle of knowing our communities and ensuring future decisions are informed by evidence, stakeholder engagement and service need.

8 Carbon and Climate Change

8.1 Abandoned and nuisance vehicles can create environmental hazards, restrict access and contribute to congestion and vehicle idling. Their prompt removal supports the efficient operation of the highway network and helps reduce unnecessary vehicle emissions.

8.2 The service contributes to a cleaner local environment by facilitating the removal and lawful disposal of abandoned vehicles and reducing the risk of pollution arising from leaking fuels, oils and other hazardous substances.

8.3 Continued provision of the service therefore supports the Council's wider environmental and climate change objectives through improved network efficiency and environmental management.

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

9.1 Finance

9.1.1 This report seeks Cabinet approval to extend the Marston (Holdings) Limited Nuisance Vehicle Contract for a contract value of £1,117,720 for the period 1 December 2026 to 30 November 2027. The contract provides nuisance, abandoned and obstructive vehicle removal, storage and disposal services, supporting the Council's statutory responsibilities under the Refuse Disposal (Amenity) Act 1978 and the Traffic Management Act 2004.

9.1.2 In December 2019, Cabinet awarded the initial Nuisance Vehicle Contract to Marston (Holdings) Limited for a four-year period ending on 30 November 2023, with an annual contract value of £1,091,390.21. In November 2023, Cabinet approved a two-year extension from 1 December 2023 to 30 November 2025 at an annual contract value of £1,132,199.78, giving a total extension value of £2,264,399.56. In November 2025, approval was granted for a further one-year extension from 1 December 2025 to 30 November 2026 at an annual contract value of £1,117,720.

9.1.3 Subject to approval, the contract will have provided uninterrupted nuisance vehicle services for a total period of eight years, from December 2019 to November 2027, with an aggregate contract value of £8,865,400.40.

9.1.4 As set out in paragraph 6.14.1, the contract generated average annual income of £16,829 for the Council over the four-year period from 2022/23 to 2025/26.

9.1.5 During negotiations for the proposed extension to 30 November 2027 the contractor highlighted increased operating costs arising from wider labour and inflationary pressures. This was recognised by the council and, whilst the fixed contract payment remains unchanged, the contractor will retain the first £44,341.81 of vehicle disposal income generated during the extension period. Once this threshold has been reached, vehicle disposal income will revert to the Council under the existing contractual arrangements. The Council's maximum financial exposure is expected to be limited to £44,341.81 and remains within a service model that has achieved full cost recovery over the previous four years. Additionally, as set out in 6.14.4, there are potential opportunities to improve operational performance which would impact on receipts.

9.1.6 The proposed extension will maintain existing service provision while the Council completes its strategic review of future service delivery options, including alternative delivery models, commissioning arrangements, procurement options and opportunities for service integration.

9.2 Strategic Procurement

Strategic Procurement led the process. The decision to extend the Nuisance Vehicle Removal Contract with Marston (Holdings) Limited (NSL) for a period of one year is compliantly let by Regulation 72 (1) (a) of PCR 2015. This is also

supported with the CSO 18.02.2 and 2.01(d), it is recommended that cabinet approve this extension.

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) 18.02.2 and CSO 2.01(d), Cabinet has power to approve the extension of a contract where the value of the extension is £500,000 or more and as such the recommendation in paragraph 3.1 of the report is in line with the Council's CSO.

9.3.3 The extension is permitted under Regulation 72(1)(a) of the Public Contracts Regulations 2015 as the extension was provided for in the contract to be extended.

9.3.4 The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

9.4 Equality

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

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

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

9.4.3 While the extension of this contract has no direct equality implications, it is notable that in the operation of this service, the supplier will be required to have due regard to the need to achieve the three aims of the Public Sector Equality Duty, noted above. Haringey Council will monitor this service for any disproportionate impact on any individuals or groups with protected characteristics and take appropriate mitigating measures if undue negative impact is identified.

10 Use of Appendices

None

11 Background papers

Corporate Delivery Plan 2024-2026
The Corporate Delivery Plan | Haringey https://haringey.gov.uk/council-elections/council-policies-plans/corporate-delivery-planey Council

Report for: Cabinet - 10 November, 2026

Item number: 18

Title: Decision to consult on a strategy to reduce poverty in Haringey.

Report authorised by: Barry Francis Corporate Director of Environment & Resident Experience

Lead Officer: Elliot Sinnhuber, Policy and Equalities Officer

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1. The draft Anti-Poverty Strategy, a component of the Councils' wider efforts to tackle inequality is attached as Appendix 1, it sets out the Council's proposed approach to reducing poverty and strengthening systemic financial resilience across the borough. The strategy is presented as the basis for formal public consultation.

1.2. This report sets out the process by which the draft strategy has been produced and summarises its proposed vision and priorities. The report seeks Cabinet approval to undertake public consultation on the draft Anti-Poverty Strategy.

2. Cabinet Member Introduction

2.1 This report requests approval to go out to public consultation on the draft *Anti-Poverty Strategy: tackling inequality and combatting austerity.*

2.2 This strategy will guide how we spend the Crisis and Resilience Fund, which replaced the Household Support Fund in April 2026.

2.3 More than 15 years of austerity measures have brought public services to their knees and left much of the welfare safety net in tatters.

2.4 The figures are startling. We are the third most deprived borough in London, and home to the capital's most deprived ward, Northumberland Park. Healthy life expectancy is falling faster in Haringey than anywhere in England. More than one in ten households can't afford to heat their homes properly, and over a quarter of adult residents live below the poverty line. For children it's worse still: 39% of our children live in poverty, against a London average of 31%. This should shame us all.

2.5 Poverty isn't a personal failing. It is the result of deliberate economic and political choices about work, wages, housing, public services, energy, taxes, welfare, and business regulation.

2.6 We have seen some recent progress, such as scrapping the two-child limit in Universal Credit, and limited measures like one-off payments for energy bills; but these cannot undo the damage caused by years of cuts. We need fundamental change across the board. That means action on the climate crisis, proper funding for public services and the welfare safety net, from disability benefits to help for young people and a transformative plan for social care.

2.7 Haringey can't change national policy on poverty or climate on its own. But we can choose how to respond locally. The council has a vital role in helping residents access the support available, improving coordination between services, and stepping in early to stop financial hardship becoming entrenched.

2.8 Through joined-up support, the Anti-Poverty Strategy seeks to help residents in crisis, raise incomes, bring down the cost of essentials such as energy, and tackle the root causes of poverty. We're committed to standing up to austerity and fighting inequality in all its forms: health, income, and in bridging the divide between the east and west of the borough. That's why the strategy sits alongside our Inclusive Economy Strategy, the Food Action Plan, our place-based work in Northumberland Park and the refreshed Welcome Strategy, as well as our ambitions, with the Popular Assets Commission, to build a cooperative economy.

2.9 For too long, people have only got help once they've reached breaking point: the most painful and most expensive way to provide support. This strategy sets out how we want to change that. Its actions come from extensive engagement with residents and partners, including our Community Voices Project, which trained local people to research experiences from within their communities. We're now taking it to public consultation, to hear whether we've identified the right actions. If they're not, we want to know.

3. Recommendations

It is recommended that Cabinet

3.1. Approves the draft Anti-Poverty Strategy attached at Appendix 1 as the basis for consultation.

3.2. Approves the consultation arrangements set out in this report in paragraph 6.9.

3.3. Notes, that following consultation, officers will present a revised draft of the strategy for consideration and adoption.

4. Reasons for decision

4.1. In Haringey, Poverty affects a significant proportion of Haringey residents and drives demand across almost every Council service. An estimated 26% of residents live below the poverty line, in line with the London average. However, child poverty remains particularly acute, with 39% of children living in poverty compared with the London average of 31%.

4.2. The national Household Support Fund transitioned to the Crisis and Resilience Fund ('CRF') in April 2026. The new fund covers a three-year period and requires an increased focus on strategic spending to reduce poverty and build long term resilience, moving away from the short-term crisis payments of the original Fund. Considering this, it is important that the council has a strong evidence base and strategic direction to guide effective allocation of the fund.

4.3. The strategy also aims to go beyond the three-year cycle of the Crisis and Resilience Fund by setting key priorities, outcomes and activities for the council and its commissioned services and partners. It aims to strengthen coordination, align resources, and improve outcomes for residents experiencing poverty.

4.4. Consultation and engagement are necessary at this stage to ensure that the strategy accurately reflects the challenges faced by residents experiencing poverty, as well as the priorities of the Council and its partners. This will help ensure that the strategy delivers the greatest possible impact.

5. Alternative options considered

5.1. As the Anti-Poverty Strategy is not a statutory requirement, Cabinet could choose not to consult on, or adopt, the strategy. However, this is not recommended. Addressing poverty and improving the financial resilience of Haringey residents is a complex challenge that requires a strategic and coordinated approach across the Council and with partners across the borough as part of our wider efforts to tackle inequality.

5.2. Adopting an Anti-Poverty Strategy will provide a clear framework for collective action, helping to align priorities, coordinate activity maximise impact for residents, and inform the strategic allocation of the Crisis and Resilience Fund over the next three years.

5.3. A longer consultation period, more than six weeks, has been considered but is not recommended, considering the importance of aligning the Strategy with the Council's corporate planning and budget setting process and funding decisions for CRF. The risk of a shorter period will be mitigated through giving advance notice to key stakeholders and organisations about when the consultation will open and utilising a variety of engagement methods to support participation by those who might otherwise struggle to participate. It is also important to recognise that the strategy itself has been developed based on significant community outreach and engagement (see 6.5)

6. Background information

6.1. Unemployment has risen from 4.5% to 7.2% in a year based on July 2026 figures compared with a London average of 5.6% and Haringey has the 4th lowest job density in London. Around half of residents in poverty are already in work; low pay, insecure hours and high housing costs are the main drivers.

6.2. Mean private rent reached £2,214/month (April 2026), up 25% since March 2021; 2,660 households are in temporary accommodation, the 10th highest rate in London.

6.3. Haringey has the highest proportion of neighbourhoods (19%) in the most deprived 10% nationally of any London borough. Northumberland Park is London's most deprived ward.

6.4. The national Household Support Fund transitioned to the Crisis and Resilience Fund in April 2026. The new fund covers a three-year period and requires an increased focus on strategic spending to reduce poverty and build long term resilience, moving away from the short-term crisis payments of the original Fund. Considering this, it is important that the council has a strong evidence base and strategic direction to guide effective allocation of the fund.

6.5. Initial engagement to inform the development of the Anti-Poverty Strategy included face-to-face workshops and one-to-one discussions with council officers, key partners and community stakeholders. Resident and lived experience perspectives were incorporated through evidence gathered from previous cost of living case studies, alongside findings from a community research project in which residents were trained and supported to undertake research on the impact of the cost of living within their communities.

6.6. Haringey's residents, council officers and strategic partners told us that:

- Demand for support is increasing and changing, with more residents needing support around disability, health, housing and navigating welfare systems.
- Support that exists is often reactive, hard to navigate and heavily reliant on digital access, residents "fall through the cracks" and the system feels fragmented and confusing.
- Trusted, empathetic, culturally aware relationships matter most; local, in-person support remains important, and community organisations play a vital role but are not fully integrated into the formal support system.
- People in need are often reluctant or afraid to ask for help until a crisis is reached and capacity pressures limit prevention and early intervention.
- Partners want stronger shared leadership, better data and a clearer focus on opportunity, employment, skills, ESOL and social value through procurement.

6.7. The strategy is organised around one foundation and three priorities, tested against whether an action increases residents' incomes, reduces the costs they face, or helps build their longer-term resilience. Under each priority area is a set of intended outcomes and the types of activity that would contribute to achieving them.

Priority area	What it means
Foundation: Coordinate and connect anti-poverty support across the borough	Join up the anti-poverty support that already exists across the Council and partners, so it functions as one connected system rather than fragmented services, as part of the councils wider efforts to tackle inequality across the borough. Underpins all three priorities below.
Priority 1: Supporting people in poverty and increasing their incomes	Help residents claim the financial support they are entitled to, access joined-up advice, and receive crisis support with dignity and choice (cash-first), reaching

Priority area	What it means
	people proactively rather than waiting for them to present.
Priority 2: Reducing the cost of essentials for low-income residents	Work to lower what residents pay for things they cannot avoid, energy, water, childcare, housing, mainly by tackling low take-up of existing discounts and entitlements and using Council powers over housing standards.
Priority 3: Preventing people falling into poverty, addressing root causes and building community and systems resilience	Act early on the drivers of poverty – work, health and skills – while addressing structural causes of concentrated deprivation and strengthening the community and voluntary organisations that reach residents formal services sometimes miss.

6.8. The Council is developing an Inclusive Growth Plan in parallel with the Anti-Poverty Strategy. While the Anti-Poverty Strategy focuses on tackling the immediate causes and impacts of poverty, the Inclusive Growth Plan will set out a longer-term approach to improving and promoting Haringey's economy, creating more and better local opportunities, and ensuring residents are the primary beneficiaries of the borough's growth. Developing both strategies alongside one another helps ensure a coordinated approach as part of our efforts to reduce inequality and improve prosperity across Haringey.

6.9. If Cabinet approves the strategy for consultation, it is proposed to carry out consultation on this draft Anti-Poverty Strategy for six weeks including:

- A survey on the Digital Engagement Hub, called Commonplace, and hard copies in community settings where relevant.
- Face to Face workshops with Council officers and key partners.
- Contacting VCS organisations who work with specific communities to ask them to promote and signpost the consultation survey
- Where possible revisiting residents who have participated in previous cost of living research conducted by the Council.

It is anticipated that the consultation activities set out above can be delivered within existing resources, except for (i) hard copies in community settings and (ii) direct follow up with residents who participated in the previous cost of living research.

The indicative budget for providing up to 100 hard copies is estimated to be between £300-£500 (for a consultation pack of approximately 35-40 pages).

In the previous research, resident participation was funded at £25 per interview; depending on resident appetite for follow up participation, the cost is estimated to be approximately £300.

Total cost of consultation is therefore estimated at an upper limit £800. There is no corporate budget for this expenditure and would fall to the commissioning service area to fund.

6.10. The Council is under enormous financial pressure, and this strategy is not yet accompanied by a delivery plan. Thus, the scale and pace of change that can be delivered remains unclear. Developing a robust delivery plan is a first priority after consultation and cabinets approval of the final strategy.

7. Contribution to the Corporate Delivery Plan High Level Strategic Outcomes

7.1. The strategy will support outcomes across a range of priority areas for the council, including resident experience, children and adults. These align with many of the high-level strategic outcomes maintained by the Haringey 2035 borough vision and the corporate delivery plan.

- Tackling inequalities in health and wellbeing
- Supporting children and young people
- Making council services more accessible and responsive to residents
- Sharing power with residents
- Build financial resilience in our communities

8. Carbon and Climate Change

8.1. While the strategy does reference how activity to better insulate homes also reduces costs to households, retrofitting is led by other plans and strategies. It is therefore not anticipated that this strategy will have a significant impact on reducing carbon emissions in Haringey.

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

9.1. Finance

9.1.1 This report seeks Cabinet approval of the draft Anti-Poverty Strategy as the basis for a six-week consultation.

9.1.2 Appendix 1 sets out the draft Anti-Poverty Strategy, which outlines the Council's proposed approach to reducing poverty and strengthening financial resilience across the borough. The outcomes of the consultation will be considered before the final strategy is presented for Cabinet approval.

9.1.3 The cost of undertaking the consultation and associated engagement activities is estimated at approximately £800 as set out in paragraph 6.9. These costs will be met from existing service budgets that have been allocated for this purpose. There are no additional financial implications arising from the recommendations within this report at this stage. However, as noted in paragraph 6.10, the draft Anti-Poverty Strategy is not yet accompanied by a delivery plan which will be developed after the consultation. At that point, any financial implications arising from the delivery plan will need to be assessed before the Council commits to any additional actions.

9.2. **Procurement**

9.2.1 Strategic Procurement has been consulted on the preparation of this report and note the contents herein. There are no immediate procurement implications

9.3. **Legal and Governance**

9.3.1 There is no specific statutory requirement for the Council to prepare or consult upon an Anti -Poverty Strategy. However, the Council has the power to develop, consult on and adopt such a strategy as part of its wider functions. The proposed strategy is consistent with and supports delivery of a range of the Council's statutory functions and duties, including preventative duties under the Care Act 2014.

9.3.2 In undertaking the proposed consultation, the Council must ensure that it is conducted lawfully and in accordance with the common law principles governing consultation. In particular, consultation must take place when proposals are still at a formative stage; sufficient information must be provided to enable consultees to give informed responses; adequate time must be allowed for consideration and response; and the outcome of the consultation must be conscientiously taken into account before any final decision is made.

9.3.3 In considering the recommendations in this report, Cabinet must also have due regard to the Equality Impact Assessment (EQIA) accompanying 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. 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 in question is regarding permission to begin public consultation and engagement on Haringey's Draft Anti-Poverty Strategy.

9.4.5 A full EQIA has been conducted to understand the equality impacts of the strategy on each protected characteristic, and this can be found in Appendix 2.

9.4.6 The EQIA has identified that the strategy will have a particularly positive impact on younger and older people, disabled people, Black, Bangladeshi and Muslim communities and those from a lower socioeconomic background because of overrepresentation of these characteristics among those living in poverty. No negative impacts have currently been identified.

9.4.7 Consultation will be conducted in a way that reaches those with protected characteristics and ensures their voices are heard. This will highlight any currently unidentified impacts and allow mitigations to be developed where necessary.

9.4.8 This decision is therefore expected to have a positive impact on equalities in Haringey, as it helps progress the Draft Anti-Poverty Strategy to final publication and adoption.

9.4.9 It should be noted that the strategy is a coordinating document with priorities, outcomes and suggested activity. Any activity or action that arises from this strategy will be subject to individual equalities review.

10. Use of Appendices

10.1. Appendix 1: London Borough of Haringey Anti-Poverty Strategy

10.2. Appendix 2: Anti-Poverty Strategy Equality Impact Assessment

11. Background papers

11.1. Haringey State of the Borough 2026

11.2. Crisis and Resilience Fund: Guidance for local authorities in England (1 April 2026 to 31 March 2029) - GOV.UK

Haringey Anti-Poverty Strategy

Tackling inequality and combatting austerity

Contents

Introduction 2
What We Mean by Poverty 4
Measuring Poverty 4
Drivers of Poverty 5
Who Is Affected by Poverty in Haringey 7
The Impact of Poverty on Service Demand 9
Lived Experience and Stakeholder Voices 11
National Anti-Poverty Policy and its implications for Haringey 12
Learning from What Works 14
Objectives 18
Haringey's Anti-Poverty Principles 19
Foundation: Coordinate and connect anti-poverty support across the borough 20
Priority 1: Support residents in poverty and increasing their incomes 22
Priority 2: Reducing the cost of essentials for low-income residents 24
Priority 3: Preventing people falling into poverty, addressing root causes and building community and systems resilience 26
Looking ahead 29

Introduction

Poverty in Haringey is not a marginal issue affecting a small number of households. It is the everyday context in which a large minority of our residents live, and it shapes demand across almost every service the Council and its partners provide, from housing and homelessness to adult social care, children's services, public health, and revenue and benefits.

- 26% of people in the borough live in a household with an income below the poverty line
- 39% of children live in a household with an income below the poverty line
- Around 50% of residents in poverty are also in work
- 17.7% of residents earn below the London Living Wage
- 11.4% of households live in fuel poverty
- Unemployment stands at 7.2%, above the London rate of 5.6%, and Haringey has the fourth lowest job density in London

These figures describe circumstances, not choices. Poverty is not a personal failing. Around half of the residents living in poverty here are in work, and many others are unable to work because of ill health, disability or caring responsibilities. What determines whether a household has enough is the way the labour market, the housing market and the social security system interact, together with the ever-increasing cost of essentials. Poverty in Haringey is also not evenly distributed. It is concentrated in certain neighbourhoods and falls hardest on communities already disadvantaged by those systems. That pattern is the signature of structural inequality, and it is what the council is committed to change.

Tackling poverty is therefore part of a wider commitment to tackling inequality in all its forms: in health, in income, in educational attainment and in the geographical disparities that mean a child growing up in the east of the borough can expect a materially different life from one growing up in the west. No single strategy will close that gap. This Anti-Poverty Strategy is part of our wider work to tackle inequality. As such, it sits alongside several strategies and plans intended to achieve these aims. This includes the Inclusive Growth Plan, the Food Action Plan, the Total Place Leadership model being developed for Northumberland Park, the refreshed Welcome Strategy, and the councils Housing and Homelessness Strategies, among others.

The strategy is built on a detailed evidence base bringing together national, regional and borough level data, deprivation analysis at ward and neighbourhood level, the voices of residents and partners, and insights from the services we commission. It is intended to be used: to inform how services are commissioned, how partners plan their contributions, how the Crisis and Resilience Fund is invested and how the

Council holds itself accountable. It sets out types of action rather than a fixed programme, so that it remains useful as funding and national policy change.

Addressing poverty needs to be a whole borough effort. The Council can convene and coordinate, but it does not hold most of the levers that determine whether a household is in poverty. National government, employers, landlords, the NHS, schools, faith and community organisations, the voluntary sector and residents themselves all shape outcomes, within the context of an economy that is shaped by global events. Additionally, community is central to how this work reaches people: when in need of support residents first turn to the places and people they already know, and our libraries, community centres, youth centres and family hubs are the most effective route to the households least likely to approach the Council directly. This is why much of what follows is about proactively meeting residents where they already are, in partnership with community organisations that know them best.

Our vision is a borough where everyone feels they belong and has the equitable access and experience required to thrive. This means that no one should live in poverty, that every household can afford the essentials, and that the neighbourhood you live in does not determine the life you can expect.

What We Mean by Poverty

The UK government defines poverty by using a poverty line set at 60% of the median income. The median is the income of the person in the very middle if everyone in the UK were lined up from lowest to highest income. Anyone earning less than 60% of that middle income is in poverty.[1]

The Joseph Rowntree Foundation (JRF) definition of Poverty helps to capture the broad nature of poverty:

"When a person's resources (mainly their material resources) are not sufficient to meet their minimum needs (including basic goods, services and social participation)."

Poverty Is

Dynamic - Poverty is fluid and unevenly distributed, so preventing it and prioritising impactful, lasting support for the most vulnerable is essential.

Complex – Poverty should be viewed through individual, household and community lenses, acknowledging that resources are not always distributed evenly within families and that local factors, including access to services, opportunities and social connections, can significantly influence people's experiences of poverty and wellbeing.

Structural - Poverty is a structural, multidimensional issue shaped by wider economic and social systems, requiring coordinated action to address its root causes.

Measuring Poverty

While income-based measures help quantify the extent of poverty in the borough, they provide only a partial picture. They do not capture the wider circumstances that contribute to poverty, nor do they always provide the level of detail needed to identify those most affected. To address this, we also use deprivation measures, including the Indices of Multiple Deprivation (IMD) and Census deprivation characteristics, which provide a broader understanding of disadvantage and how it is experienced across different people and neighbourhoods.

Poverty - refers to a lack of financial resources to maintain an acceptable standard of living. It is commonly measured using household income.

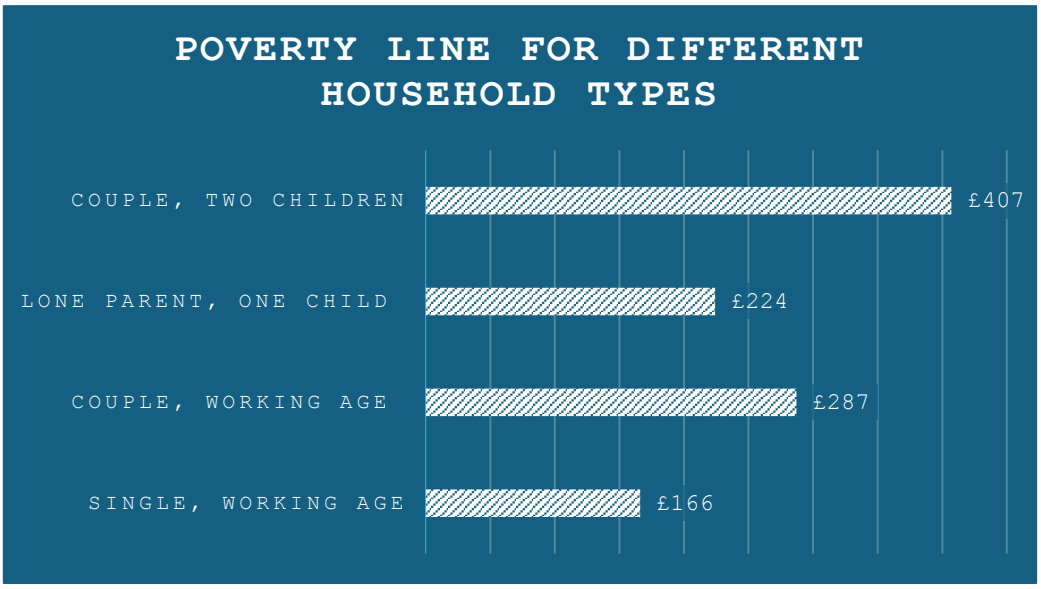
[1] Trust for London, What is poverty? | Trust for London, (accessed April 2026).

Deprivation - is a broader measure of disadvantage that reflects a lack of access to resources, services and opportunities across different aspects of life, such as health, education, employment and housing.

Lowest IMD Decile - Neighbourhoods in the lowest IMD decile are ranked among the 10% most deprived areas in England. This indicates that multiple forms of disadvantage are concentrated in these areas.

In London, housing costs have a significant impact on poverty levels. Across the capital, the poverty rate increases from 15% to 26% once housing costs are considered, compared with a four-percentage point increase across the rest of England. This strategy therefore adopts after-housing-costs measures throughout. In Haringey, high housing costs play a central role in shaping poverty, often reducing otherwise modest incomes to levels that leave households struggling to meet their basic needs.

It is also essential to consider that the weekly income at which a person would be considered in poverty varies significantly by household composition. [2]



Drivers of Poverty

Housing - In London, the high cost of living intensifies poverty. With over 13,000 Haringey households waiting for social housing, many rely on expensive private rentals that leave little disposable income. In Haringey poverty rates nearly double when measured after housing costs.

The local rental market – Since 2016, private renting has risen to 31% of Haringey households while renting from the Council has fallen to 22%. Mean private rent in the

[2] Trust for London, Poverty definitions and thresholds | Trust for London (accessed April 2026)

borough reached £2,214 a month in April 2026, only 3.3% below the London average and 25% higher than in March 2021.[3]

Low pay and insecure work - Low pay is a major cause of poverty, particularly for part-time jobs which are often all those with caring responsibilities can sustain. High living costs limit the impact of minimum wage rises, and many people face unstable or insufficient hours. Even with a decent hourly rate, too few or unpredictable hours can keep people in poverty.

The high cost of essentials - Many essentials such as food, energy, water, transport and childcare take up a far larger share of the budget for people on low incomes. When prices rise, they have little room to cut back and can be pushed into poverty.

A benefits system that fails to meet need – Many residents, including those in work, rely on benefits, but declining support levels mean they no longer meet basic living costs. As many as 5 in 6 (83%) households claiming Universal Credit go without essentials like food, heating or toiletries.[4]

National policy that intensifies local pressure – Some of the most significant drivers of poverty in Haringey are set nationally and cannot be resolved locally. Local Housing Allowance rates that do not keep pace with market rents leave a shortfall residents must meet from income intended for other essentials, and the overall benefit cap can limit the effect of the otherwise positive reform of lifting the two-child cap.

Structural and systemic barriers – Poverty is not distributed randomly. Black Londoners face significantly worse employment outcomes than White Londoners even with the same qualifications, and historic exclusion from opportunities to build wealth means lower home ownership today. Caring responsibilities and the cost of childcare limit the hours parents can work, which disproportionately affects women and lone parents. A complex and costly immigration system, including the No Recourse to Public Funds condition, leaves many residents who work and pay taxes without any safety net at all.

Barriers to accessing support – A driver of sustained poverty in Haringey is that the support which does exist often fails to reach the people who need it. Residents have told us services are not proactive enough in reaching people in need and can be complex to navigate and heavily reliant on digital processes. Almost nine in ten jobs are advertised only online, and residents with the lowest digital capability are more than six times more likely to struggle after a financial shock. English is not the primary language for nearly a third of residents and of those nearly a quarter are not confident speakers or do not speak English at all, the second highest proportion of any London borough. People in crisis are also frequently reluctant or afraid to ask for help.

[3] London Borough of Haringey, State of the Borough, July 2026.
[4] JRF, Guarantee our Essentials: reforming Universal Credit to ensure we can all afford the essentials in hard times | Joseph Rowntree Foundation, January 2026

Climate change: Climate change is already a driver of poverty and will become a larger one. The households least responsible for emissions are the most exposed to their effects and the least able to absorb them. Residents on low incomes are more likely to live in homes that are expensive to heat and prone to overheating, and less able to recover from flooding or afford rising insurance premiums. The move to net zero also carries a risk: unless it is designed otherwise, the costs of decarbonising homes and transport fall hardest on those least able to meet them.[5]

Educational attainment: Education is one of the strongest routes out of poverty and one of the clearest places where poverty reproduces itself. Disadvantaged children are on average 4.7 months behind their peers by the end of reception, 10 months behind by the end of primary school and 19.1 months behind by the end of GCSEs.[6] The result is a cycle in which low qualifications lead to low paid and insecure work, which sustains the household poverty that holds back the next generation. A child who succeeds in education can break that cycle for their whole household.

Who Is Affected by Poverty in Haringey

Overview[7]

- 26% of people in the borough live in a household with an income below the poverty line.
- 39% of children in the borough live in a household with income below the poverty line.
- Approximately 50% of residents in poverty are also in work.
- 6.4% of Haringey's residents have no qualifications, with large disparity between East and West of the Borough.
- 11.4% of Haringey households live in fuel poverty.
- 17.7% of residents are estimated to be earning below the London living wage.
- 19% of residents in Haringey are claiming out-of-work benefits.
- Haringey has an unemployment rate of 7.2% (higher than London's 5.6%)
- Haringey has the 4th lowest job density in London with 96,000 jobs (about half the London average).

Specific groups[8]

By considering the percentage of households deprived in at least one dimension from the 2021 census we can identify demographic groups in Haringey who are more likely to experience deprivation and poverty.

- Households over the age of 65 and under the age of 22
- Ethnic minorities particularly Black and Bangladeshi households
- Muslim households

[5] JRF, Climate Change, Justice and Vulnerability, November 2011
[6] Education Policy Institute, Annual Report 2025: Disadvantage, July 2025
[7] London Borough of Haringey, State of the Borough, July 2026.
[8] London Borough of Haringey, Anti-Poverty Strategy Evidence Base, August 2023

- Socially and private renting households
- Lone parents
- Unpaid Carers
- Households where no adults have English as their main language

The rates involved are high. Among Haringey households deprived in at least one dimension, 77.2% of those whose head is Muslim are deprived, along with 79.7% of Council tenants and 60.7% of private renters, 75% of households containing an unpaid carer, 72.7% of Bangladeshi households, 72% of lone parent households, 71.4% of households where no adult speaks English as a main language, 68% of Black households, 67.9% of households headed by someone aged 65 or over, and 66.7% of those headed by someone under 25. Health and disability are the single largest dimension of deprivation in the borough, affecting more than 30,000 households.

Rate and volume are not the same thing, and both matter for targeting. Households headed by someone aged 65 or over combine a high rate with the largest volume in the borough at around 13,000 households, as do Black households at a similar number and lone parents at more than 13,000. Bangladeshi households have among the highest rates of poverty, but a much smaller absolute number, at around 1,000. Support designed around a single characteristic will systematically miss the households in deepest need, because these characteristics overlap. An older Black social tenant with a long-term health condition, or a lone parent with caring responsibilities and limited English, may sit at the intersection of more than one of these dimensions at the same time.

Haringey's poverty profile also differs from the national and London picture in ways that should shape our response. Poverty here is younger with 39% of children living in poverty, well above the London average of 31%. It is also more likely to affect people in work, with around half of residents in poverty in employment. It is more ethnically diverse than the national profile. And along with the rest of London, it is driven far more by housing costs than poverty elsewhere in the country.

Where Poverty Is Concentrated[9]

Deprivation in Haringey is more geographically concentrated than in almost any other London borough. When considering the 2025 Indices of Multiple Deprivation we can see that:

- Haringey has the highest proportion of neighbourhoods in the most deprived 10% nationally of any London borough, at 19%. Only Enfield, Hackney, Brent and Tower Hamlets also exceed 10%.
- Northumberland Park is the most deprived ward in London and is among the 2% most deprived wards in England. Furthermore, 87.5% of its neighbourhoods fall within the most deprived decile nationally. This is followed by Bruce Castle

[9] London Borough of Haringey, IMD Dashboard, October 2025

at 71.4% and South Tottenham at 44.4%. Ten wards, mostly in the west of the borough, have none. The average deprivation score in Northumberland Park is five times that of Muswell Hill.

- Eight areas generally top every poverty indicator: Northumberland Park, White Hart Lane, Tottenham Bruce Castle Park, Tottenham North West, Bruce Grove North, Roundway, Tottenham Green East, and Lordship Lane and Broadwater Farm.
- Targeting on overall deprivation alone would miss important pressures. Seven Sisters has all its neighbourhoods in the most deprived decile for income deprivation affecting children and older people. Northumberland Park is a severe outlier for employment deprivation at 75%. Four wards, Bruce Castle, Northumberland Park, Seven Sisters and Woodside, have all their neighbourhoods in the most deprived decile for barriers to housing and services.
- Children living in the east of the borough are significantly more likely to experience income deprivation than those in the west, and residents in the north and east are more likely to face homelessness.

The Impact of Poverty on Service Demand

Poverty does not only affect the households experiencing it. It arrives at the front door of almost every service the Council and its partners run, and it is one of the largest single drivers of the demand we face.

The most common reasons residents come to many of our in-house and commissioned services are[10]:

- **Welfare benefits support:** This is the single biggest reason residents come to us, across almost every commissioned service. Personal Independence Payment stands out because applications are complex and refusal rates are high, so residents often need sustained help to challenge a decision rather than a single conversation.
- **Housing costs and insecurity:** Residents approach us for help with Housing Benefit and Discretionary Housing Payments, with applications for temporary accommodation and social housing, with problems in the private rented sector, and at the point where they are threatened with homelessness.
- **Debt and financial hardship:** Demand ranges from help managing problem debt to referrals for emergency food and applications for charitable grants, both of which have risen as the cost of living has increased.
- **Health, mental health, disability and mobility:** Demand relating to physical health and mobility has grown significantly, and rates of depression in the borough have risen substantially over the past decade. Poor health is both a cause and a consequence of financial hardship.

[10] London Borough of Haringey, Communities and Prevention, Information, Advice and Guidance Review, October 2024

- **Isolation and age-related need:** Older residents consistently need help with more than one thing at once, typically combining money worries with social isolation, sensory impairment, dementia or poor mental health.

These are not five separate problems. They are the predictable consequences of households not having enough money, compounded by the rising cost of essentials. That demand is growing and becoming more complex. Services report that cases take longer to resolve, involve more issues at once, and generate more repeat contact than a few years ago, while capacity to intervene early is squeezed by the volume of people already in crisis.

National evidence shows the scale of what poverty costs the public purse:

Child poverty alone is estimated to cost the UK £39.5 billion a year, of which £17.4 billion is spent by universal public services dealing with its consequences, including £4.5 billion in schools, £4.2 billion in children's social care, £3.5 billion in healthcare and £1.8 billion in policing and criminal justice.[11]

People living in the most deprived tenth of neighbourhoods are 1.7 times more likely to attend A&E than those in the least deprived tenth and remain 1.4 times more likely even after accounting for differences in underlying health.[12]

Poor quality housing costs the NHS an estimated £1.4 billion a year in England.[13]

The Anti-Poverty Strategy is therefore a key pillar in the Council's wider approach to support better health and welfare outcomes for our residents through greater prevention and early intervention. Reducing the number of households in hardship, and reaching those who are before their situation escalates, is not only better for residents. It will directly reduce the volume and complexity of demand reaching statutory services, The benefit will not only be felt by the Council alone. The NHS, the Department for Work and Pensions, the police, schools, and the voluntary and community sector all absorb the cost of poverty in their own demand, and all stand to gain from reducing it.

[11] Child Poverty Action Group, The Cost of Child Poverty in 2023, March 2023
[12] Office for National Statistics, Inequalities in Accident and Emergency department attendance, England: March 2021 to March 2022, October 2023
[13] BRE, The Cost of Poor Housing in England, July 2025

Lived Experience and Stakeholder Voices

In developing this strategy, we listened to a wide range of perspectives from staff, partners and residents. This includes feedback from our staff and partner antipoverty workshops, as well as the Community Voices project, where trained community researchers gathered first-hand accounts of how the cost-of-living crisis is affecting residents, how support is currently experienced and what could be done to better support them. The themes below reflect what we heard.

- **Demand is increasing and changing**, with more residents needing support around disability, health, housing and navigating welfare systems.
- **Many residents are falling through the cracks**, often because services are reactive, complex to navigate and rely heavily on digital processes.
- **The system is fragmented and confusing**, and staff, partners and residents need clearer pathways, more consistent information and better-connected services.
- **Positive relationships and trust are essential**, and people value empathetic, culturally aware interactions that make them feel listened to and supported. Community organisations play a key role in providing this.
- **Local, in-person support remains important**, and community spaces and organisations play a vital role in reaching residents who may not engage through formal routes. There are gaps, however, as many of these groups are not fully integrated into the support system.
- **Different groups experience barriers in different ways**, and services need to reflect the diverse circumstances and identities within the borough.
- **Capacity pressures across the system limit prevention and early help,** particularly around income maximisation, debt advice and the provision of coordinated wraparound support that helps residents address multiple interconnected challenges such as financial hardship, housing issues and wellbeing needs.
- **Partners see opportunities for stronger shared leadership**, clearer governance and better use of data to understand need and coordinate support.
- **Long-term change requires a focus on opportunity**, including employment pathways, skills, English for Speakers of Other Languages (ESOL) and using procurement to create local social value.
- **Community resilience and wellbeing are key**, and partners highlight the importance of outreach, crisis-point support and joined-up work across health, food, advice and housing.

National Anti-Poverty Policy and the implications for Haringey

VAT will be removed from domestic electricity bills from 1 October 2026, reducing the rate from 5% to zero at a cost of around £850 million in 2026-27. This is worth approximately £45 a year to the average household. It is a modest but real reduction set against a position in which 11.4% of Haringey households are in fuel poverty and food and energy together account for just under a quarter of expenditure for lower income households.

The Apprenticeship Levy will be replaced by the Growth and Skills Levy, introducing more flexible training options, expanding apprenticeships (including 50,000 new places), and creating more efficient skills pathways. [14] This reform dovetails with the creation of Skills England, a new national body designed to better align training provisions with labour market demand to address persistent skills shortages. In Haringey 6.4% of the population have no qualifications. These reforms therefore present a valuable opportunity to develop local skills and employment pathways, particularly for young people who are not in education, employment, or training (NEET), thereby building resilience and creating a sustainable route out of poverty.

The UK Governments Child Poverty Strategy is built around three core pillars: boosting family incomes, reducing the cost of essentials, and strengthening local support systems. Under this broader strategy there are several interventions which provide opportunities for Haringey to align with national programmes.

The removal of the Universal Credit two-child limit will allow families to receive the child element of Universal Credit for all children. The policy is expected to impact 1.7 million children nationwide.[15] Given that 39% children in Haringey are in poverty, this creates a significant opportunity for targeted outreach and uptake campaigns, particularly for larger families who were previously excluded. However, the overall benefit cap will likely prevent many children from larger families being lifted from relative poverty.

The expansion of childcare support services, which includes 30 hours free childcare for younger children, and increased childcare support under Universal Credit, is an important measure removing barriers to work for parents, and alleviating pressure on local hardship support.

Free school meals will be provided to all children from households receiving Universal Credit from September 2026. This provision will also extend to include breakfast clubs in primary schools. Through these measures significantly more

[14] Gov.uk, Britain's growth sectors to get major skills boost from new 'fast track' apprenticeships reforms, February 2026
[15] Money to the Masses, Two Child Benefit Cap Scrapped, November 2025

children in Haringey will become eligible, which will contribute to reducing household costs and combatting food insecurity.

The Crisis and Resilience Fund (CRF) has replaced the Household Support Fund as the primary local welfare scheme. While the fund still allows for short-term crisis payments for residents most in need, there is a greater emphasis on using the fund to build residents' long-term financial resilience and to grow the support available locally through both the Council and the voluntary and community sector. In practice, this means a shift away from the blanket provision of free school meals during the holidays and crisis payments, towards more targeted, application-based support and the strategic allocation of funding to activities that build longer-term systems resilience. This will impact the overall number of children who receive free school meals during the holidays and is a gap the council will need to manage.

While there are many positive steps in these national policy shifts, there remain significant gaps in support available from national government. The council will continue to work with national government to advocate for further changes to support those in need and ensure that reforms do not push others into poverty.

Learning from What Works

When developing approaches to tackling poverty, it is important to consider what has worked effectively before in Haringey and other local authorities. We will draw on elements of the below, and other mechanisms to ensure we are providing as strong a service to our residents as possible. This will include investing significantly in building stronger relationships with our voluntary and community sector to help identify those residents who may fall through the gaps.

Debt Advice: Problem debt is both a consequence and a driver of poverty. Households experiencing debt are more likely to face financial hardship, poor mental and physical health, housing insecurity and financial exclusion. By intervening early, debt advice prevents households from falling deeper into poverty and reduces the likelihood of more costly crises. Evidence suggests that debt advice can help residents increase their income, manage repayments, access wider support and avoid escalating financial difficulties and deliver a £2.60 return for every £1 invested**.**[16]

Income Maximisation: Policy in Practise (PIP) estimates that £160,486,000 of support is unclaimed in Haringey. With at least 44,114 eligible claimants for additional support, with an average missed claim of £3,638. These households can be identified using PIP's LIFT and a study with Bracknell Forest showed that every £1 invested in LIFT resulted in £36 for residents and £26 in recovered arrears for the council.[17]

However, LIFT only holds data on residents who are already in contact with the Council as they are, already claiming Housing Benefit or Council Tax Support, which means it identifies households already receiving some support rather than the hidden households about whom we hold no data on at all. Reaching those households requires a different approach, to be developed through trusted community organisations providing support to residents for example through food and family hubs and proactive use of other Council data.

A Cash First Approach: Cash-first approaches, which prioritise cash or voucher support over goods in kind, give households greater dignity, choice and flexibility to address their most urgent needs while also boosting the local economy. Evidence from Scotland shows these approaches reduce stigma, encourage more residents to seek help, and create opportunities to offer additional support such as budgeting or cookery skills. Over time, this wraparound support helps build lasting community and systemic change and improved life skills for recipients.[18]

[16] Tinelli., M, McDaid, D., Knapp, M., Guy, D., (2019) Care Policy and Evaluation Centre, London School of Economics and Political Science.
[17] Policy in Practice, Case Study: Bracknell Forest, April 2024
[18] Scottish Government, Cash-First: Interim Evaluation of the Cash-First Programme, July 2025

Proactive Use of Council Data: The Council already holds information that identifies households under financial pressure well before they reach crisis, including a first missed Council Tax payment or rent arrears on Council tenancies. Using that information to reach out to residents, rather than waiting for them to come forward, will be more effective, because residents in crisis can be reluctant or afraid to ask for help. This requires clear information governance arrangements and careful contact in ways which do not stigmatise and that are effectively targeted to reach the groups that general campaigns can consistently miss.

Holistic Advice in the Community: People's problems rarely occur in isolation. A single issue, like a rising energy bill or a missed payment, can quickly spiral without the right support. By helping people identify linked challenges, from unclaimed benefits to housing risks or debt, a holistic approach makes complex systems easier to navigate. Delivering advice in trusted everyday places, GP surgeries, schools, libraries, family hubs and community venues, reduces stigma and encourages people to seek help earlier. Teachers, GPs and community workers can connect someone to support before issues escalate. This early intervention prevents evictions, stabilises finances and improves wellbeing, while also easing pressure on public services.[19]

Poverty Truth Commissions (PTCs): PTCs bring people with first-hand experience of poverty together with local council and partner leaders. They meet regularly to share their experiences and wisdom in a non-judgmental and safe space. Collectively they work to understand the nature of poverty, identify some of the underlying issues that create poverty and explore creative ways of addressing them. They are effective at removing barriers to participation and putting residents with lived experience of poverty at the heart of decision making and service design.[20]

Poverty Proofing: Poverty Proofing is a service developed by the charity Children Northeast to address the invisible barriers that living in poverty creates for individuals and communities. It involves auditing activities and venues visited by children and families, understanding their experiences through consultation, and making changes to create a more inclusive experience for those living on low incomes. The service includes training for staff on the experiences of living in poverty and consulting with families to ensure their voices are heard in decisions made by senior leaders.[21]

Credit Unions: The current UK financial sector often fails to meet the needs of low-income households. Credit unions, not-for-profit financial cooperatives with a social mission, offer safe ways to save and access low-cost loans, providing an ethical alternative to high-street banks and payday lenders. Credit isn't right for everyone, but when people need short-term support or help smoothing income fluctuations, it can be a lifeline. Yet credit unions often struggle to compete with

[19] Resolve Poverty, Advice in the community: A cornerstone of local anti-poverty strategies, April 2026
[20] Health Watch Suffolk, Tackling Poverty Together, 2024
[21] Children North East, Poverty Proofing Toolkit, April 2025

high-cost lenders that have large marketing budgets and strong digital visibility. Councils can play a vital role in raising awareness of these services and directing residents towards credit unions instead of risky, high-cost options that can worsen financial hardship.[22]

Financial Literacy Training: Studies have shown around 20.3 million adults in the UK (39%) don't feel confident managing their money, rising to 45% among groups facing additional barriers such as lower education, income or racial inequalities. Improving financial literacy is a crucial part of tackling poverty. Giving people the knowledge and skills to manage their finances helps them make informed decisions, avoid problem debt and build long-term financial stability.[23]

Home Energy Efficiency Improvements: it is estimated that 11.4% of households in Haringey live in fuel poverty. Actions to insulate council housing stock and incentivise private landlords to do the same can have a significant impact on the health and financial wellbeing of residents while also contributing to the borough Net Zero goals.

Addressing Digital Exclusion: Almost 90% of jobs are only advertised online and people with the lowest digital capability are over six times more likely to struggle following a financial shock. Programmes such as providing access to devices and connectivity and digital literacy programmes can have a significant impact on residents financial security, helping them find work, claim benefits, train in new skills and secure the best energy prices. [24]

Adult Learning and Skills: Low skills and limited qualifications are strongly linked to lower earnings, insecure work and a higher risk of poverty. Investing in adult learning helps people gain the competencies needed to access better-paid, stable employment. Evidence shows that high-quality skills programmes improve job prospects, increase confidence and support long-term financial resilience. Every step up in skills reduces reliance on crisis support and strengthens the local economy

Employment Support: Moving residents into stable, adequately paid work is the most effective long-term route out of poverty, and unemployment is the strongest statistical predictor of benefit dependency across London neighbourhoods. Haringey's unemployment rate has risen from 4.5% to 7.2% in a year against 5.6% across London, and the borough has the fourth lowest job density in the capital. However, work alone is not sufficient in Haringey, around half of residents in poverty are already in work, and 39% of Londoners working part time are low paid, so the pay, hours and security of the work residents move into matter as much as the placement itself.

[22] LGA, Credit Unions and the Cost of Living, July 2023
[23] The London Foundation for Banking and Finance, Financial Capability in the UK, January 2025
[24] Good Things Foundation, Exploring the relationship between deep poverty and digital exclusion, December 2024

Place Based Leadership: Poverty is shaped by a combination of local factors including housing costs, employment opportunities, health inequalities, educational outcomes and access to services. Evidence shows that the most effective responses are place-based, bringing together councils, health partners, schools, housing providers, community organisations and residents to develop a shared understanding of need and coordinate action. Strong place-based leadership helps align resources, reduce duplication and ensure support is tailored to the circumstances of different communities and neighbourhoods. It also enables partners to identify emerging issues earlier and respond collectively to the root causes of poverty rather than its symptoms. By building shared ownership across the local system, place-based approaches can deliver more sustainable improvements in residents' lives and make better use of limited resources.

Balancing Specialist and Generalised Support: The evidence points to a deliberate mix rather than a choice between the two. Generalist advice provides breadth and volume and can resolve linked problems in one place, and it is where most residents will first present. Specialist provision, including services designed for specific communities, for families, for older residents and for people with mental health needs, reaches households that generalist services do not.

Objectives

This section sets out what Haringey is trying to achieve, how we expect change to happen, the types of action the evidence supports, and how we will know whether we are succeeding.

Our long-term goal

Fewer Haringey residents live in poverty, those who do are supported to move out of it, and the gap between the most and least deprived parts of the borough narrows, because we have brought up the living conditions for those in more deprived areas.

If we coordinate and connect the support that already exists across the borough, residents will be able to find help earlier and more easily, and the Council and its partners will be able to see where need is greatest and direct resources accordingly. On that foundation, if we increase the incomes of residents in poverty, reduce the costs they face, and build their longer term financial, digital and employment resilience, then fewer residents will experience deep or repeated hardship, fewer will fall into poverty in the first place, and demand on crisis and statutory services will reduce. If at the same time we act on the structural causes that concentrate poverty in particular places and communities, that improvement will be sustained rather than temporary.

Three questions run through each priority.

- Does it increase residents' incomes and buying power?
- Does it reduce the costs residents face?
- Does it build longer-term resilience for residents, communities and systems as a whole?

The strategy has a foundation and three priorities:

Foundation: Coordinate and connect anti-poverty support across the borough

Priority 1: Supporting people in poverty and increasing their incomes

Priority 2: Reducing the cost of essentials for low-income residents

Priority 3: Preventing people falling into poverty, addressing root causes and building community and systems resilience

Haringey's Anti-Poverty Principles

Haringey's approach to tackling poverty is underpinned by the following principles. These principles should guide strategy development, policymaking, and service design and delivery. They can be used by everyone addressing poverty in Haringey and will help ensure that efforts are effective, equitable, and aligned with the borough's shared goals.

1. **Grounded in Local Evidence** – Action is based on Haringey's own data and an understanding of how poverty is experienced here, including the specific needs of our communities and the very uneven way poverty is distributed across the borough.
2. **Place-Based** – Deprivation in Haringey is concentrated more sharply than in almost any other London borough. Support is designed and delivered at neighbourhood level in the places where need is greatest, and we accept that a borough wide offer alone will not shift persistent, concentrated poverty.
3. **Proportionately Universal** – Support is open to everyone who needs it, with greater intensity directed towards the residents, communities and neighbourhoods most at risk.
4. **Preventative** – We act before crisis wherever possible, using information we already hold to reach residents early rather than waiting for them to present at the point of emergency.
5. **Person-Centred and Trauma-Informed** – Support is culturally informed, respects residents' individual needs and values, and is delivered in a way that prioritises safety, trust, choice and empowerment, recognising how hardship and trauma affect behaviour, communication and decision making.
6. **Strengths-Based and Non-Stigmatising** – We start from what residents and communities already have rather than what they lack. Our language, processes and buildings should make asking for help feel ordinary and safe, because fear and stigma stop people seeking support they are entitled to.
7. **Holistic** – Support addresses the full range of factors that shape a resident's circumstances, including income, housing, health, employment, skills and social connection, rather than treating each in isolation.
8. **No Wrong Door** – Wherever a resident first seeks help they should be welcomed, listened to and warmly connected to the right support, without being passed around, turned away or asked to repeat their story.
9. **A Whole-Borough Effort** – Tackling poverty is not something the Council can do alone, or do to residents. Employers, landlords, health partners, schools, faith and community organisations, the voluntary sector and residents themselves all hold part of the answer.

Foundation: Coordinate and connect anti-poverty support across the borough

Anti-poverty support already exists across the borough, but residents, community partners and council officers have all told us that it is poorly coordinated and rarely joined up. Strong governance, shared data and joined-up working are essential to tackling poverty effectively and provide the foundation for achieving the priority outcomes. Our aim is to improve oversight, strengthen coordination and enhance information sharing so that we can identify gaps, reduce duplication and ensure frontline workers can quickly and easily connect residents experiencing hardship with the right support.

This is a foundation rather than a fourth priority because none of the three priorities can be delivered without it. It is also about joined up delivery and not only better coordination. Coordination means partners knowing what each other does. Joined up delivery means residents experiencing one offer rather than several, with shared referral routes, shared information and, where it makes sense, shared teams and co-located provision.

Intended Outcomes

- Residents experience anti-poverty support as part of a connected offer rather than a series of separate services, and do not have to repeat their story to access it.
- The Council and its partners hold a shared and current picture of need, demand and gaps across the borough, and use it to direct resources.
- Community, faith and voluntary organisations are integrated into the support system as delivery partners.
- Anti-poverty work across the Council is visible, overseen and accountable, with a single point of leadership.
- Residents with lived experience of poverty influence how support is designed and commissioned.

Types of Action

Short term

- Establish a Council Anti-Poverty Steering Board to coordinate and oversee anti-poverty work and service provision in the organisation.
- Establish an Anti-Poverty Forum with partners to share information and connect support across the borough.
- Produce a regular anti-poverty bulletin and increase data sharing with partners.
- Work with council officers and partners to create a detailed delivery plan for the Anti-Poverty Strategy.

Intermediate

- Develop a single, actively maintained directory of support in the borough, owned jointly with the voluntary and community sector, replacing static lists that quickly go out of date.
- Simplify referral routes into one clear front door, so that frontline staff need to know only a single route rather than the whole system.
- Equip staff with the skills and confidence to identify and respond to signs of financial hardship, ensuring every interaction is an opportunity to connect residents with appropriate support.
- Create a shared reporting system for the Council and commissioned partners to improve understanding of demand, outcomes and gaps.
- Agree the information governance arrangements needed to use Council data proactively to identify households under financial pressure.

Longer term

- Move from coordination to genuinely joined up delivery, including shared referral routes, shared information and, where it makes sense, shared teams and co-located provision.
- Plan and report anti-poverty activity across the Council and its partners as a single programme against shared outcomes.

Key Performance Indicators

- Number of partner organisations actively participating in the Anti-Poverty Forum.
- Proportion of commissioned anti-poverty services reporting into the shared reporting system.
- Number of referrals made through the single front door, and the proportion that result in support being received.
- Proportion of directory entries reviewed or updated within the previous six months.
- Percentage of residents who feel they can influence local decisions.
- Resident reported experience of finding and accessing support.
- Increased access to appropriate and quality advice services

Priority 1: Support residents in poverty and increasing their incomes

Around 68,600 Haringey residents, 26% of the borough, live below the poverty line, and 39% of children do. Given that level of need, it is essential that we bring together all available council and partner resources to help residents address the material and financial impacts of poverty and to prevent pressures from escalating. Our aim is that residents facing poverty can claim the full range of support they are entitled to, can access a joined up, relevant and easy to use advice offer, and are helped with dignity and choice at the point of crisis.

The evidence is clear that reaching residents is as much of a challenge as having something to offer them. Services are not always proactive, can be complex to navigate, and often rely heavily on digital processes. At the same time, residents experiencing crisis may be reluctant or afraid to seek help. General communications activity alone will not always reach the households who would benefit most. This priority therefore places weight on being present in the places residents already visit and using information the Council already holds or working with partners to proactively provide support to those experiencing poverty.

Intended Outcomes

- Residents experiencing poverty receive the full range of financial support they are entitled to.
- Everyone experiencing poverty has access to good quality, accessible advice and guidance, in the languages and formats they need and through both digital and in person routes.
- Residents can access support in the places they already go and at the point of crisis, including in trusted community spaces where they feel safe.
- Residents in crisis have greater choice, control and dignity in the support they receive.
- Residents in hardship are identified earlier, including through information the Council already holds, rather than only when they present in crisis.
- Residents are directed to the right support the first time and do not have to repeat their story.
- Residents are confident managing money and less likely to take on unaffordable debt, with ethical credit available when they need to support their income.
- Residents with experience of poverty shape how support is designed and delivered.
- Fewer residents experience repeated crisis and financial hardship.

Types of Action

Short term

- Ensure crisis support is cash first wherever possible, emphasising resident choice and dignity.
- Offer an income maximisation check alongside crisis support applications, so that emergency support becomes a route into advice.
- Make the quick and reliable benefits calculator available to all frontline officers, with a clear route to refer residents for help where an underclaim is identified.
- Use discretionary housing support to sustain tenancies and avoid the far higher cost of homelessness.
- Run targeted income maximisation campaigns initially based on LIFT as we develop approaches to expand this through community groups.
- Provide advice through a range of channels, in accessible formats and community languages, and maintain non-digital routes.

Intermediate

- Expand holistic advice delivered in trusted everyday places, co-locating advisers so that linked problems are dealt with together.
- Expand access to regulated debt advice and casework.
- Develop a distinct approach, delivered through voluntary and community organisations, for the households not captured by LIFT.
- Establish a Poverty Truth Commission to put residents with lived experience at the centre of decision making and to understand what stops people seeking help.
- Provide financial capability support so that residents are better able to manage their money and avoid unaffordable debt.
- Direct residents towards credit unions and other forms of ethical credit rather than high-cost lenders.

Longer term

- Commission and maintain a deliberate mix of generalist and specialist provision which focuses on older people, families and those with physical or mental health issues.
- Shift the balance of spend and effort from crisis response towards earlier, preventative support as demand for crisis help reduces.

Key Performance Indicators

Local measures

- Total additional annual income secured for residents through advice and income maximisation activity.
- Number and value of crisis payments, and the proportion delivered as cash or resident choice.
- Repeat crisis applications as a proportion of all applications.

- Number of residents receiving debt advice, and the value of debt resolved or managed.
- Proportion of residents supported who were identified proactively rather than self-presenting.
- Reduced experiences of material deprivation
- Reduced need for emergency food parcels
- Decreased need for Crisis Payments.
- Increased savings
- Reduction in priority debt
- Maximisation of individuals' incomes

Priority 2: Reducing the cost of essentials for low-income residents

Poverty in Haringey is as much a function of what residents have to pay out as of what they earn. Housing costs alone add eleven percentage points to the London poverty rate. Food and energy together take just under a quarter of expenditure for lower income households, against ten per cent for the highest earners, and transport takes twice the share of income for the least well off. Childcare in London averages £1,781 a month, the most expensive of any city in the UK and equivalent to 95 hours of work for women because of the gender pay gap. An estimated 11.4% of Haringey households live in fuel poverty.

Reducing the cost of essentials is an anti-poverty measure . This includes Haringey Councils own policies such as Council Tax reduction, as well as helping residents access unclaimed local and national benefits, discounts and entitlements, including social tariffs, free school meals, breakfast clubs, and childcare support. The Council can also use its regulatory, commissioning and convening powers to influence local housing, childcare and energy affordability, working with partners to improve access to affordable options and reduce cost pressures where possible.

A key challenge is low take-up rather than a lack of provision. Social tariffs, discretionary support, and national entitlements are significantly underclaimed, particularly by residents facing digital or language barriers who are also more likely to be in poverty. This priority therefore places as much weight on automatic and assisted enrolment as on the schemes themselves.

Intended Outcomes

- Residents pay less for essentials, including energy, water, broadband, digital technology, childcare, housing and transport.
- Every resident entitled to a reduction in their Council Tax receives it, and the Council Tax Reduction Scheme is simple to access and targeted to those who need it most.

- Residents on low incomes are enrolled in the social tariffs and discount schemes they are entitled to.
- Fewer households live in fuel poverty, and more live in homes that are affordable to heat.
- The cost of childcare ceases to be a barrier to parents taking work or increasing their hours.
- Council charges, fees, collection and enforcement practices do not deepen hardship for residents on the lowest incomes.
- Households facing a rent shortfall receive support that sustains their tenancy rather than reaching the point of homelessness.

Types of Action

Short term

- Drive local take up of national benefits and entitlements, including free school meals, breakfast clubs and childcare support.
- Run a coordinated social tariff campaign covering energy, water, broadband, mobile phones and other essentials.
- Use housing support payments to sustain tenancies and avoid the far higher cost of homelessness.
- Maintain a single current list of available discounts, social tariffs and reductions as part of the borough's Here to Help offer.

Intermediate

- Enrol residents into the Council Tax Reduction Scheme automatically wherever data allows.
- Build social tariff eligibility checks into Council and partner casework, so that energy, water and broadband tariffs are checked as a matter of course.
- Working through the Councils Digital Inclusion Strategy identify residents in poverty who could be given free SIMs and recycled devices from the National Device Bank and National Databank.
- Review Council fees, charges and enforcement practises for their effect on low-income households.

Longer term

- Improve the energy efficiency of the homes residents in poverty live in, through work on Council stock and incentives for private landlords.
- Use the Council's licensing and regulatory powers to drive up standards in the private rented sector, so that residents are not paying to heat poorly insulated homes.
- Build digital inclusion into the cost reduction offer, including access to devices and connectivity.

Key Performance Indicators

- Percentage of homes rated Energy Performance Certificate C or above.
- Percentage of rental housing deemed decent, and percentage of Council owned social housing deemed decent.
- Number of households receiving Council Tax Reduction
- Number of residents enrolled in energy, water and broadband social tariffs through Council and commissioned services.
- Fuel poverty rate, against a baseline of 11.4% of households.
- Take up of free school meals, breakfast clubs and childcare entitlements against estimated eligibility.
- Number of households helped with a rent shortfall through discretionary housing support, and the proportion sustaining their tenancy twelve months later.
- Estimated total annual saving to residents from cost reduction activity.

Priority 3: Preventing people falling into poverty, addressing root causes and building community and systems resilience

It is essential that we identify people at risk of poverty and act quickly to get them the right support before their situation escalates. At the same time, we need to grow the protective factors that keep people out of poverty, giving residents the financial, digital and employment skills to succeed and ensuring access to good quality work.

The evidence points clearly to where prevention effort should focus. Across London, the strongest predictors of benefit dependency are unemployment, long-term sickness or disability, and low qualifications. Haringey's unemployment rate has risen from 4.5% to 7.2% in a year, above the London average of 5.6%, and the borough has the fourth lowest job density in the capital. Only 4% of London jobs require no qualifications, yet 6.4% of Haringey residents hold none, concentrated in the east of the borough. Work, health and skills are therefore the three levers with the greatest measurable impact. But work alone is not enough: around half of residents in poverty are already in work, meaning pay, hours and job security matter as much as employment itself.

This priority is also concerned with the deeper causes of poverty. Progress is slower and hard to attribute to any single intervention, but without it the borough will continue to generate the demand the other activities respond to. Root causes include work, housing, benefits falling short and structural inequalities linked to ethnicity, faith, disability, language and a significant part of the picture is set by national policy the Council does not control.

The third element of this priority is community and systems resilience. Residents and partners were clear that community organisations and spaces reach people who will not come forward through formal routes, and that their role is not currently reflected in how the borough plans or funds support. Strengthening the capacity of those

organisations, and of the networks and spaces residents rely on, is part of preventing poverty and part of addressing its causes.

Intended Outcomes

- Residents at risk of poverty are identified early and receive coordinated support that stops them falling into it.
- Residents have the digital, employment and life skills to secure and keep decent work.
- Haringey has more good quality jobs accessible to residents paid at or above the London Living Wage.
- Fewer households experience a financial shock that turns into sustained hardship.
- Fewer residents are pushed into poverty by the cost of their housing, and more have access to secure, affordable and decent homes.
- The gap in deprivation between different parts of Haringey narrows, and the disproportionate concentration of poverty among particular communities is reduced.
- Haringey makes an effective, evidenced case for the national and regional changes that local action cannot substitute for.
- Community and voluntary organisations in the borough have the capacity, funding stability and connection to the wider system to sustain the role residents rely on them for.
- Residents in the neighbourhoods where deprivation is deepest have stronger social networks, community spaces and local support to draw on when they face a financial shock.
- Resident are supported through clearer pathways connecting engagement, confidence-building, skills and training with apprenticeships, placements and opportunities to move into secure and fairly paid employment, working with employers and partners to improve access for residents facing the greatest barriers.

Types of Action

Short term

- Explore way to remove specific practical barriers to taking up work, such as the cost of the first month of childcare.
- Provide employment support attached to provision residents already use.
- Target prevention activity on the neighbourhoods and cohorts the evidence identifies, including Northumberland Park, which is a severe outlier for employment deprivation.
- Build a shared evidence base with partners on food insecurity, health inequality and housing quality, and use it to target action.

- Advocate, with the voluntary and community sector and with London partners, for national and regional change on benefit adequacy, housing costs and transport costs.
- Work with the voluntary and community sector to identify and support applications for funding, particularly streams that build the capacity of smaller voluntary and community organisations.
- Work with the VCS to ensure they have the resources and affordable space required to provide their services.

Intermediate

- Use the Council's own data to identify households showing early signs of financial stress, such as a first missed Council Tax payment or rent arrears and offer support at that point.
- Expand adult skills provision including ESOL and digital skills and ensure frontline officers can identify need and direct residents to it.
- Use social value in Council contracts to create employment, skills and training opportunities for residents living in poverty, and to improve the quality of that work.
- Make use of national skills reforms to create more apprenticeship and training opportunities for residents, including within the Council.
- Take a place-based leadership approach in the neighbourhoods where deprivation is deepest, aligning Council, partner and community activity around shared outcomes for those areas.
- Poverty proof Council services, activities and venues so that low income is not a barrier to taking part.
- Improve conditions and security in the private rented sector using the Council's regulatory and licensing powers.

Longer term

- Work through the Inclusive Growth Strategy to increase the number of good jobs accessible to residents and to align skills provision with local labour market demand.
- Work with Haringey employers to increase the number accredited as London Living Wage employers.
- Explore ways to widen the range of local work available to at-risk resident groups who cannot work full time, such as lone parents, carers, disabled people.
- Expand the supply of genuinely affordable housing in the borough.
- Work with partners to lobby for key national policy changes such as the right to work for people seeking asylum, increasing Home Office notice periods in asylum accommodation, provision of funding for legal aid, and reviewing the support available for people with No Recourse to Public Funds

Key Performance Indicators

- Employment rate for those aged 16 to 64.
- Proportion of 18 to 24 year olds in full time education or employment.
- Percentage of young people aged 16 to 17 not in education, employment or training.
- Percentage of care leavers in education, employment or training.
- Percentage of the working age population qualified to Regulated Qualifications Framework Level 4 or above (Higher Education).
- Indices of Multiple Deprivation average score.
- Income deprivation affecting children index, and income deprivation affecting older people index.
- Children in low-income families.
- Gross median weekly pay and gross disposable household income.
- Percentage of residents satisfied with their local area as a place to live.
- Proportion of residents earning below the London Living Wage, against a baseline of 17.7%.
- Number of accredited London Living Wage employers in the borough.
- Number of residents supported into work through Council and commissioned provision, and the proportion still in work after six months.
- Completions of ESOL and digital skills provision.
- Number of households contacted proactively at an early sign of financial stress, and the proportion who take up support.
- Social value commitments secured and delivered through Council contracts.
- Proportion of Haringey neighbourhoods in the most deprived ten per cent nationally, against a baseline of 19%.
- Difference in average deprivation score between the most and least deprived wards.

Looking ahead

This framework is intended to be a starting point for a plan which will be iterative and build on our learned experience. It sets the direction and the tests that activity should meet but leaves the detail of that delivery to the services, partners and funding decisions that follow.

It will be used in three ways.

1. It will inform commissioning and recommissioning across the Council and with partners, so that what we provide reflects what the evidence says works and reaches the residents and neighbourhoods where need is greatest.
2. It will give the Council, the voluntary and community sector, health partners, employers and residents a shared account of the problem and a common set of priorities to organise around.

3. It will guide how Haringey invests its Crisis and Resilience Fund allocation over the next three years, with the priorities and evidence set out here providing the basis on which options are weighed

While this framework has been written to stay useful as that picture changes, describing types of action rather than a fixed programme, what will not change is the ambition. Our vision is a borough where no one lives in poverty, every household can afford the essentials, and the neighbourhood you live in does not decide the life you can expect. This framework is how we intend to deliver that, and progress against it should be judged openly, reported annually, and revised whenever the evidence tells us something is not working.

Equality Impact Assessment (EQIA) template

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:	**Decision to consult on Haringey's Draft Anti-Poverty Strategy**
Service Area:	**Resident Experience and Reducing Inequality**
Officer Completing Assessment:	**Elliot Sinnhuber**
Equalities Advisor:	**Sophie Porter**
Cabinet meeting date:	**10th November 2026**
Director/Assistant Director	**Barry Francis, Corporate Director of Environment and Resident Experience.**

2. Executive summary

This EQIA considers the decision to consult on Haringey's Draft Anti-Poverty Strategy. The Strategy aims to reduce poverty and its impacts by improving financial resilience, increasing access to support, and addressing the underlying causes of poverty. The consultation will help ensure that the final Strategy reflects the needs and priorities of residents most affected by poverty and inform any changes before adoption.

The analysis found that the Strategy is likely to have an overall positive equality impact. Evidence shows that poverty disproportionately affects older and younger people, disabled people, Black and Bangladeshi communities, Muslim residents, women, and some transgender residents. As these groups are overrepresented among those

experiencing poverty, they are likely to benefit most from the Strategy's aims and proposed actions. No significant adverse equality impacts have been identified.

To mitigate any potential risks, consultation and engagement will be undertaken with a broad range of residents and community organisations, including groups representing protected characteristics. Any specific projects, policies or programmes developed from the Strategy will be subject to further equality analysis and, where appropriate, their own EQIA.

The next step is a public consultation on the draft Strategy. Feedback will be used to refine the final Strategy, and equalities impacts will continue to be considered as actions are developed and implemented.

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 shows that the following groups are most likely to experience poverty in Haringey:

- Residents over the age of 65 and Children
- Disabled residents
- Ethnic minorities particularly Black and Bangladeshi households
- Muslim households
- Socially and private renting households
- Lone parents
- Unpaid Carers
- Households where no adults have English as their main language
- Residents living in the east of the borough particularly Northumberland Park.

Engagement will ensure we are we are prioritising the right actions that will have the greatest impact on these groups and others living in poverty. Where consultation identifies additional or different priorities this will be reflected in the final strategy.

We will use a range of methods to ensure we can reach those who share protected characteristics including:

- Survey on Digital Engagement Hub Commonplace which has a translation feature and hard copies in community settings where relevant with translation available.
- Contacting VCS organisations who work with specific communities to ask them to promote and signpost the consultation survey.
- Haringey Youth Council session to get input from children and young people.

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

N/A

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

Households deprived in at least one dimension			
Age band for the HRP	% of households	Households	x times diff. with Haringey mean
Aged 16 to 19 years	65.5%	93	1.2
Aged 20 to 21 years	70.7%	326	1.2
Aged 22 to 24 years	65.6%	1,069	1.2
Aged 25 to 29 years	51.7%	3,584	0.9
Aged 30 to 34 years	48.6%	5,387	0.9
Aged 35 to 39 years	48.9%	5,879	0.9
Aged 40 to 44 years	52.4%	6,307	0.9
Aged 45 to 49 years	54.8%	6,291	1.0
Aged 50 to 54 years	57.4%	6,760	1.0
Aged 55 to 59 years	58.8%	6,249	1.0
Aged 60 to 64 years	59.5%	4,690	1.1
Aged 65 years and over	67.9%	12,920	1.2
Grand Total	**56.7%**	**59,555**	

Residents aged 16+ in NS-SeC 'Never worked & long-term unemployed'			
Age band for the HRP	% of residents	number of residents	x times diff. with Haringey mean
Aged 16 to 19 years	7.0%	808	0.6
Aged 20 to 21 years	14.2%	763	1.3
Aged 22 to 24 years	11.3%	1,245	1.0
Aged 25 to 29 years	7.8%	1,873	0.7
Aged 30 to 34 years	7.4%	1,913	0.7
Aged 35 to 39 years	8.6%	2,026	0.8
Aged 40 to 44 years	8.8%	1,861	0.8
Aged 45 to 49 years	10.9%	2,098	1.0
Aged 50 to 54 years	11.5%	2,124	1.0
Aged 55 to 59 years	14.2%	2,279	1.3
Aged 60 to 64 years	14.8%	1,755	1.3
Aged 65 years and over	20.3%	5,630	1.8
Grand Total	**11.3%**	**24,375**	

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

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

This EQIA has been informed by data from the 2026 State of the Borough report and by a dataset developed specifically for this strategy, which uses deprivation indicators from the 2021 Census to estimate the demographic profile of residents experiencing poverty.

For this specific characteristic evidence from JFR, Age UK and the Centre for Ageing Better has been used to understand the impacts of poverty on older and younger people.

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?

Children make up 21% of Haringey's residents but 36% of Children in Haringey live in poverty which is above the London average. Households 'headed' by people aged 65+ are disproportionately impacted considering both their rate of deprivation (67.9%) and the large volume of households being deprived (ca. 13,000). Those 'headed' by people aged below 25 also present a high rate of deprivation (66.7%), although the absolute number considered to be deprived and younger small cohort (ca. 1,500 households) compared to households 'headed' by people 65+.

By age band, the highest proportions of residents categorised as 'Never worked and long term unemployed' was particularly high among those aged 55+, particularly those aged 65+ (20.3%); in this last age group, residents were 1.8 times likelier to be in that category than the mean for all residents aged 16+ in Haringey. Sex appeared as a further factor of disadvantage, with older women being the intersectional segment showing the most significant impact, e.g. being over 65 and woman made someone 2.1 time likelier to be categorised as 'Never worked and long term unemployed'. The Anti-Poverty Strategy will therefore have a disproportionate impact on older and younger residents in Haringey due to overrepresentation.

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

People of different ages may experience distinct barriers and vulnerabilities which can increase their risk of poverty or worsen its impacts. Children and young people are particularly vulnerable because poverty can negatively affect educational attainment, health and long-term life outcomes. Older people may face challenges linked to fixed incomes, digital exclusion, social isolation, caring responsibilities or additional health and support needs, which can make it more difficult to manage financial hardship.

Potential Impacts

The Anti-Poverty Strategy is likely to have a positive impact on members of this group particularly younger and older people who are overrepresented as in poverty in Haringey and more vulnerable to its impacts.

4b. Disability

Data

Borough Profile

- Disabled under Equality Act – 13.7%[2]
    - Day to day activities limited a lot – 6.1%
    - Day to day activities limited a little – 7.5%
- 7.5% of residents people diagnosed with depression[3]
- 1.7% of residents diagnosed with a severe mental illness[4]
- 0.4% of people in Haringey have a learning disability[5]

Target Population Profile

Residents aged 16+ classified in the NS-SeC as 'never worked' or 'long-term unemployed'				
Disability under the Equality Act		% of residents	number of residents	x times diff. with Haringey mean
Not disabled	No long-term physical or mental health conditions	9.0%	15,151	0.8
	Has long-term physical or mental health condition but day-to-day activities are not limited	6.0%	770	0.5
Disabled	Day-to-day activities limited a little	15.6%	2,929	1.4
	Day-to-day activities limited a lot	36.0%	5,521	3.2
Grand Total		**11.3%**	**24,371**	

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

This EQIA has been informed by data from the 2026 State of the Borough report and by a dataset developed specifically for this strategy, which uses deprivation indicators from the 2021 Census to estimate the demographic profile of residents experiencing poverty.

For this specific protected characteristic evidence from JRF and Scopes – Extra Costs Commission to understand the specific needs that may make disabled people more likely to be in poverty and more vulnerable to its impacts.

Detail the findings of the data.

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[2] Census, 2021 – Disability, England and Wales - Office for National Statistics (ons.gov.uk)
[3] NHS Quality Outcomes Framework – Prevalence of diagnosed depression among GP registered population age 18+
[4] NHS Quality Outcomes Framework – Prevalence of diagnosed mental health diagnosis among GP registered population age 18+
[5] PHE Learning disability profiles – https://fingertips.phe.org.uk/learning-disabilities#page/0/gid/1938132702/pat/6/par/E12000007/ati/102/are/E09000014

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

The proportion of residents aged 16+ categorised as 'Never worked and long term unemployed' was higher among residents with disabilities. In particular, 15.6% of those whose day-to-day activities are limited a little and 36% of those whose day-to-day activities are limited a lot, that is respectively 1.4 and 3.2 times a greater rate than the mean for the borough. Therefore the Anti-Poverty Strategy is likely to have a disproportionate impact on disabled people due to overrepresentation.

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

Disabled people may be disproportionately affected by poverty due to disability-related barriers and additional costs. Evidence shows that disabled people often face extra living costs associated with equipment, transport, energy use and support needs, while also experiencing greater barriers to employment and income. Disabled people may also be more reliant on public services and financial support, meaning that financial hardship can have a greater impact on their health, wellbeing and independence.

Potential Impacts

The Anti-Poverty Strategy is likely to have a positive impact on disabled residents who are overrepresented as in poverty in Haringey and more vulnerable to its impacts.

4c. Gender Reassignment

Data

Borough Profile[6]

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

Target Population Profile

[6] Census, 2021 – Gender identity, England and Wales - Office for National Statistics (ons.gov.uk)

Residents aged 16+ classified in the NS-SeC as 'never worked' or 'long-term			
Gender identity	% of residents	number of residents	x times diff. with Haringey mean
Gender identity the same as sex registered at birth	10.9%	21,016	1.0
Gender identity different from sex registered at birth but no specific identity given	26.8%	369	2.4
Trans man	20.6%	80	1.8
Trans woman	29.6%	113	2.6
All other gender identities	4.7%	25	0.4
Not answered	13.8%	2,769	1.2
Grand Total	**11.3%**	**24,372**	

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

This EQIA has been informed by data from the 2026 State of the Borough report and by a dataset developed specifically for this strategy, which uses deprivation indicators from the 2021 Census to estimate the demographic profile of residents experiencing poverty.

For this specific protected characteristic, evidence from the University of Stirling's LGBT+ Welfare and Assets research and Stonewall was used to understand the specific barriers that may make trans people more vulnerable to poverty and its impacts, including discrimination, barriers to employment and difficulties accessing 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?**

While the number of people aged 16+ who stated their gender identity was different from sex registered at birth was relatively small in statistical terms, it is worth noting that the proportion of residents in these categories, i.e. 'Trans woman', 'Trans man' and 'Gender identity different from sex registered at birth but no specific identity given', were categorised as 'Never worked and long term unemployed' to a much larger extent than the average for everyone in the borough. The Anti-Poverty Strategy therefore may have a disproportionate impact on Trans gender people in Haringey due to overrepresentation.

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

People with the protected characteristic of gender reassignment may experience barriers linked to discrimination, social exclusion and unequal access to employment, housing and services. Evidence suggests that trans people can face workplace discrimination, reduced economic opportunities and poorer mental wellbeing, all of which can increase vulnerability to financial hardship.

Potential Impacts

The Anti-Poverty Strategy is likely to have a positive impact as aims to improve access to inclusive services, advice and employment opportunities.

4d. Marriage and Civil Partnership

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

Data

Borough Profile [7]

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

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

The Anti-Poverty Strategy will provide support to all resident living in poverty regardless of their marital status. There will be no discrimination, harassment or victimisation based of marital status. Because of this it would be disproportionate and go beyond the need to give due consideration to gather data about the marital status of those experiencing poverty.

Potential Impacts

The impact on this protected characteristic will be neutral.

4e. Pregnancy and Maternity

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

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

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

The Anti-Poverty Strategy will provide support to all resident living in poverty regardless of if they are pregnant or have given birth in the past 26 weeks. There will be no discrimination, harassment or victimisation based on pregnancy. Because of this it would be disproportionate and go beyond the need to give due consideration to gather data about the marital status of those experiencing poverty.

Potential Impacts

The impact on this protected characteristic will be neutral.

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%

[8] Equality and Human Rights Commission, 2022 – Pregnancy and maternity discrimination.
[9] Births by Borough (ONS)
[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)

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

Households deprived in at least one dimension				
Ethnic group	Ethnic group detail	% of households	number of households	x times diff. with Haringey mean
Asian, Asian British or Asian Welsh	Bangladeshi	72.7%	942	1.3
	Chinese	49.9%	716	0.9
	Indian	50.3%	1,192	0.9
	Pakistani	63.6%	436	1.1
	Other Asian	60.6%	1,555	1.1
Black, Black British, Black Welsh, Caribbean or African	African	68.3%	6,329	1.2
	Caribbean	67.5%	5,519	1.2
	Other Black	67.2%	1,017	1.2
Mixed or Multiple ethnic groups	White and Asian	46.2%	464	0.8
	White and Black African	60.7%	436	1.1
	White and Black Caribbean	63.2%	888	1.1
	Other Mixed or Multiple ethnic groups	57.3%	1,100	1.0
Other ethnic group	Arab	69.4%	626	1.2
	Any other ethnic group	72.1%	6,189	1.3
White	English, Welsh, Scottish, Northern Irish or British	45.6%	16,590	0.8
	Irish	53.1%	1,749	0.9
	Gypsy or Irish Traveller	81.0%	68	1.4
	Roma	63.9%	466	1.1
	Other White	58.3%	13,292	1.0
Haringey total		**56.7%**	**59,574**	

Residents aged 16+ in NS-SeC 'Never worked & long-term unemployed'				
Ethnic group		% of residents	number of residents	x times diff. with Haringey mean
Asian, Asian British or Asian Welsh	Bangladeshi	22.0%	786	1.9
	Chinese	13.6%	457	1.2
	Indian	11.7%	609	1.0
	Pakistani	18.4%	322	1.6
	Other Asian	16.8%	926	1.5
Black, Black British, Black Welsh, Caribbean or African	African	15.3%	2,979	1.4
	Caribbean	14.6%	2,062	1.3
	Other Black	15.0%	529	1.3
Mixed or Multiple ethnic groups	White and Asian	7.9%	176	0.7
	White and Black African	10.7%	178	1.0
	White and Black Caribbean	12.9%	465	1.1
	Other Mixed or Multiple ethnic groups	9.2%	419	0.8
Other ethnic group	Arab	24.2%	471	2.1
	Any other ethnic group	21.5%	4,079	1.9
White	English, Welsh, Scottish, Northern Irish or British	7.1%	4,861	0.6
	Irish	8.1%	437	0.7
	Gypsy or Irish Traveller	45.3%	82	4.0
	Roma	7.3%	130	0.6
	Other White	8.7%	4,403	0.8
Grand Total		**11.3%**	**24,371**	

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

This EQIA has been informed by data from the 2026 State of the Borough report and by a dataset developed specifically for this strategy, which uses deprivation indicators from the 2021 Census to estimate the demographic profile of residents experiencing poverty.

For this specific protected characteristic, evidence from the Joseph Rowntree Foundation's research on ethnicity, poverty and in-work inequalities was used to understand the specific barriers that may make people from some ethnic minority communities more vulnerable to poverty and its impacts, including labour market inequalities, discrimination, language barriers, insecure employment and barriers to progression in work.

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?

45.6% of households whose reference person for the purposes of the Census belonged to the 'White British' group are considered deprived in at least one dimension. In contrast, this figure was higher for most other ethnic groups. Significantly, household deprivation is notably higher for the black ethnic group, with 68% of households considered to be deprived in at least one dimension,

corresponding to ca. 13,000 households across the borough. Deprivation is also very high among households in the Bangladeshi ethnic group (72.7%), with ca. 1,000 households counted as deprived.

The proportion of residents aged 16+ categorised as 'Never worked and long term unemployed' is particularly high among the Arab (24.2%), Bangladeshi (22%) and Pakistani (18.4%) ethnic groups. It was also high among the black ethnic group (15%) in a significant, given the large number of residents of this group reported to be 'Never worked and LTU' (ca. 6,000). 'Any other ethnic group', an ONS aggregation which in Haringey counts Turkish, Hispanic or Latin American and Kurdish as their most prominent ethnic groups, also shows a high proportion of 'Never worked and long-term unemployed' residents (21.5% or ca. 4,000). The Anti-Poverty Strategy will therefore have a disproportionate impact on the ethnic groups listed above due to overrepresentation of those groups experiencing poverty.

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

People from some ethnic minority communities may experience barriers that increase their vulnerability to poverty and its impacts. Evidence suggests that structural inequalities, discrimination, language barriers, insecure employment, lower-paid work and difficulties accessing services can contribute to poorer economic outcomes for some ethnic groups. Ethnic minority communities may also face barriers to progression in the labour market, meaning that employment does not always provide the same level of protection from poverty.

Potential Impacts

The Anti-Poverty Strategy will have a positive impact where it helps address systemic barriers and improves access to support and opportunities. It will have a particularly positive impact on Haringey's Black and Bangladeshi communities who are overrepresented among those living in poverty in Haringey.

4g. Religion or belief

Data

Borough Profile [12]

- Christian: 39%
- Buddhist: 0.9%
- Hindu:1.3%
- Jewish: 3.6%

[12] Census, 2021 – Religion, England and Wales - Office for National Statistics (ons.gov.uk)

- Muslim: 12.6%
- No religion: 31.6%
- Other religion: 2.3%
- Religion not stated: 8.0%
- Sikh: 0.3%

Target Population Profile

Households deprived in at least one dimension			
Religion	% of households	number of households	x times diff. with Haringey mean
No religion	44.6%	15,680	0.8
Buddhist	55.5%	626	1.0
Christian	61.8%	27,014	1.1
Hindu	53.1%	778	0.9
Jewish	41.4%	1,192	0.7
Muslim	77.2%	8,219	1.4
Sikh	59.1%	166	1.0
Other religion	75.8%	1,783	1.3
Not answered	55.1%	4,112	1.0
Grand Total	**56.7%**	**59,570**	

Residents aged 16+ in NS-SeC 'Never worked & long-term unemployed'			
Religion	% of residents	number of residents	x times diff. with Haringey mean
No religion	6.4%	4,492	0.6
Buddhist	14.6%	333	1.3
Christian	10.4%	9,007	0.9
Hindu	12.0%	376	1.1
Jewish	5.2%	310	0.5
Muslim	26.5%	6,578	2.3
Sikh	12.9%	92	1.1
Other religion	27.2%	1,436	2.4
Not answered	10.5%	1,749	0.9
Grand Total	**11.3%**	**24,373**	

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

This EQIA has been informed by data from the 2026 State of the Borough report and by a dataset developed specifically for this strategy, which uses deprivation indicators from the 2021 Census to estimate the demographic profile of residents experiencing poverty.

For this specific protected characteristic, evidence from the Office for National Statistics and the Institute of Development Studies' Coalition for Religious Equality and Inclusive Development (CREID) was used to understand the specific barriers that may make some faith communities more vulnerable to poverty and its impacts, including discrimination, exclusion from services, labour market inequalities and housing-related challenges.

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?

Of all households whose reference person (HRP) for the purposes of the Census identified with 'Muslim' religion, 77.2% were deprived in at least one dimension, i.e. more than 8,000 households in Haringey. Households grouped under 'Other religion' – in Haringey largely identifying as of Alevi religion– showed very high levels of deprivation (75.8%, representing ca. 1,800 households). The lowest levels

of deprivation were found among households whose HRP identified as 'Jewish' (41.4% of households deprived, ca. 1,200 households) and among those identified with 'No religion' (44.6%, 15,680 households).

The proportion of residents aged 16+ categorised as 'Never worked and long term unemployed' is particularly high among those of Muslim religion (26.5%) and those grouped under 'Other religion' (27.2%), which in Haringey are largely Alevi. These two segments were respectively 2.3 and 2.4 time likelier to be in this category than the Haringey mean; within both segments, women were further disadvantaged, with more than 1/3 of women in these religion categories being ascribed to the 'Never worked and long term unemployed' position, a rate more than 3 times larger than the mean for all residents in the borough.

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

People from some religious communities may experience specific barriers that increase their vulnerability to poverty and its impacts. Evidence suggests that discrimination on the grounds of religion or belief can contribute to exclusion from employment, services and wider social and economic opportunities. In addition, some faith communities may face barriers linked to language, migration status, housing conditions or labour market inequalities, which can make it more difficult to access support and achieve financial security.

Potential Impacts

The Anti-Poverty Strategy will have a positive impact where it helps address systemic barriers and improves access to inclusive support services. It will have a particularly positive impact on Muslim residents who are significantly overrepresented among those living in poverty in Haringey.

4h. Sex

Data

Borough profile [13]

- Females: (51.8%)
- Males: (48.2%)

Target Population Profile

It is hard to find specific data comparing sex and poverty in Haringey, DWP-Statxplore does show that across a range of indicators there are up to 33% more Females claiming Universal Credit than Males in the borough.

[13] Census 2021 – Gender identity: age and sex, England and Wales - Office for National Statistics (ons.gov.uk)

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

This EQIA has been informed by data from the 2026 State of the Borough report and by a dataset developed specifically for this strategy, which uses deprivation indicators from the 2021 Census to estimate the demographic profile of residents experiencing poverty.

For this specific protected characteristic, evidence from the Office for National Statistics, the Joseph Rowntree Foundation and the Women's Budget Group was used to understand the specific factors that may make women more vulnerable to poverty and its impacts, including the gender pay gap, lower-paid employment, and disproportionate unpaid caring responsibilities. UC data was also collected from DWP-statxplore

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?**

There are up to 33% more Females claiming Universal Credit than Males in the borough showing a potential overrepresentation of Females experiencing poverty in Haringey and that Females might be disproportionately impacted by the Anti-Poverty Strategy.

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

Women may be disproportionately affected by poverty due to gender-based inequalities in the labour market and the unequal distribution of unpaid caring responsibilities. Evidence shows that women are more likely to undertake unpaid care, which can restrict employment opportunities, reduce earning potential and increase financial insecurity. Women are also more likely to experience low pay and are affected by the gender pay gap, making them more vulnerable to poverty and its impacts.

Potential Impacts

The Anti-Poverty Strategy will have a particularly positive impact on women by helping to address financial insecurity and barriers to employment.

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

Residents aged 16+ in NS-SeC 'Never worked & long-term unemployed'			
Sexual orientation	% of residents	number of residents	x times diff. with Haringey mean
Bisexual	5.5%	246	0.5
Gay or Lesbian	4.7%	280	0.4
Straight or Heterosexual	11.4%	20,528	1.0
All other sexual orientations	12.8%	224	1.1
Not answered	13.0%	3,095	1.2
Grand Total	**11.3%**	**24,373**	

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

This EQIA has been informed by data from the 2026 State of the Borough report and by a dataset developed specifically for this strategy, which uses deprivation indicators from the 2021 Census to estimate the demographic profile of residents experiencing poverty.

For this specific protected characteristic, evidence from the University of Stirling's LGBT+ Welfare and Assets in Great Britain research, funded by the Nuffield Foundation, was used to understand the specific barriers that may make lesbian, gay and bisexual people more vulnerable to poverty and its impacts, including housing insecurity, reduced access to family support networks and barriers to accessing welfare support.

Detail the findings of the data.

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

The proportion of residents reporting their sexual orientation as ‘Bisexual’ and ‘Gay or Lesbian’ were categorised as ‘Never worked and long term unemployed’ to a much lesser extent than the average for everyone in the borough – in fact being roughly half as likely to be in that category as the mean for the borough. In comparison, neither ‘Straight or heterosexual’ nor the much

[14] Census, 2021 – Sexual orientation, England and Wales - Office for National Statistics (ons.gov.uk)

smaller 'All other sexual orientations' categories deviated from the mean much. This decision will not impact people based on their sexual orientation due to overrepresentation.

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

People who are lesbian, gay or bisexual may experience barriers that increase their vulnerability to poverty and its impacts. Evidence suggests that some LGBT+ people can experience discrimination, family breakdown, housing insecurity and poorer access to informal support networks, which may reduce financial resilience during periods of hardship. Research has also identified barriers in accessing welfare support and housing, which can increase vulnerability to poverty and make it more difficult to access assistance when needed.

Potential Impacts

Anti-Poverty Strategy may therefore have a particularly positive impact on those who are not heterosexual/straight where it improves access to inclusive advice, support services and housing assistance.

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

[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)

Haringey is the 3rd most deprived borough in London as measured by the IMD score 2025. The most deprived LSOAs (Lower Super Output Areas, or small neighbourhood areas) are more heavily concentrated in the east of the borough, where more than half of the LSOAs fall into the 20% most deprived in the country and Northumberland Park is the most deprived ward in London.[21]

Target Population Profile

The target population is the borough population from a lower socioeconomic background as evidenced above. Additionally:

- 26% of Haringey residents live below the poverty line and 39% of children do, above the London average.
- Around half of residents in poverty are already in work; low pay, insecure hours and high housing costs are the main drivers.
- Unemployment has risen from 4.5% to 7.2% in a year (London average: 5.6%); Haringey has the 4th lowest job density in London.
- 11.4% of households are in fuel poverty; 17.7% of residents earn below the London Living Wage.
- Mean private rent reached £2,214/month (April 2026), up 25% since March 2021; 2,660 households are in temporary accommodation, the 10th highest rate in London. Black residents are around 8 times more likely than White British residents to face homelessness.
- Haringey has the highest proportion of neighbourhoods (19%) in the most deprived 10% nationally of any London borough. Northumberland Park is London's most deprived ward.

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

This EQIA has been informed by data from the 2026 State of the Borough report and by a dataset developed specifically for this strategy, which uses deprivation indicators from the 2021 Census to estimate the demographic profile of residents experiencing poverty.

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?

By the very nature of poverty members of this group will be disproportionately affected by the proposal due to representation given every person or households living in poverty it also considered to be from a lower socioeconomic background.

[21] IMD 2025 – https://www.gov.uk/government/statistics/english-indices-of-deprivation-2025

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

The definition of these protected characteristics mean those from a lower socioeconomic background are more likely to be living in poverty and will therefore be disproportionately impacted by an antipoverty strategy.

Potential Impacts

The Anti-Poverty Strategy is likely to have a significant positive impact on those from a lower socioeconomic background.

5. Key Impacts Summary

5a. Outline the key findings of your data analysis.

The evidence indicates that older and younger residents, disabled residents, Muslim residents, and Black and Bangladeshi residents are disproportionately represented among those living in poverty. As these groups experience higher rates of poverty than the wider population, the Anti-Poverty Strategy is expected to have a positive impact on these protected characteristic groups by helping to reduce socioeconomic disadvantage and improve outcomes.

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 data highlights a significant intersection between sex and other protected characteristics. For most groups that are disproportionately represented among those living in poverty, including older people, disabled people, Muslim residents and Black residents, this overrepresentation is further compounded when sex is considered. Within these groups, women are significantly more likely than men to experience poverty, indicating that the cumulative effects of multiple protected characteristics can increase the risk of socioeconomic disadvantage.

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 but we will use consultation to bring in additional views from those who share protected characteristics.

6. Overall impact of the policy for the Public Sector Equality Duty

Summarise the key implications of the decision for people with protected characteristics.

Overall Positive Impact

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**

N

Adjust the proposal: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below **Y/N**

N

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision. **Y/N**

N

7b. What specific actions do you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty?

We will use consultation and engagement to identify any further potential negative impacts and consider appropriate mitigation measures. The Anti-Poverty Strategy is a high-level document that sets out the Council's priorities, intended outcomes and potential areas for action. Any specific activity, policy or programme developed following approval of the Strategy will be subject to its own equality analysis and, where required, a full Equality Impact Assessment (EQIA).

7. Ongoing monitoring

Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented.

To be decided following full adoption of the Anti-Poverty Strategy

Date of EQIA monitoring review:

To be decided following full adoption of the Anti-Poverty Strategy

8. Authorisation

EQIA approved by (Corporate Director/ Director)	**Barry Francis, Corporate Director for Environment and Resident Experience**

9. Publication

Please ensure the completed EQIA is published in accordance with the Council's policy**.**

Please contact the Policy & Strategy Team for any feedback on the EQIA process.

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Report for: Cabinet - 10 November 2026

Item number: 19

Title: Grant Acceptance – Housing Demand

Report authorised by: Maddie Watkins - Assistant Director of Housing Demand

Lead Officer: Terry Dragatis – Implementation Manager

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key Decision

1. Describe the issue under consideration

1.1. The purpose of this report is to seek Cabinet approval to accept grant funding from the Ministry of Housing, Communities and Local Government (MHCLG) for the Homelessness, Rough Sleeping and Domestic Abuse Grant 2026-2029, together with additional funding from the Ending Homelessness Accelerator Programme 2026-29 and the Emergency Accommodation Reduction Programme 2026-2027.

2. Cabinet Member Introduction

2.1. As a Green administration, we believe everyone has the right to a safe and secure home. Yet, just as it is easy to become desensitised to the sight of rough sleepers on our streets, there is a risk of becoming desensitised to the structural inequalities that lead people into homelessness in the first place. We must resist that. Behind every homelessness statistic is a person facing hardship, insecurity and uncertainty, and behind every instance of rough sleeping is a political failure. These failures are rooted in decades of underinvestment in social housing, rising poverty, insecure work, domestic abuse and a welfare system that leaves people without the support they need.

2.2. It is our responsibility not simply to respond to homelessness, but to tackle its root causes and prevent people from reaching crisis point. Through sustained investment, strong partnerships and a relentless focus on prevention, Haringey Council has achieved a 71% reduction in rough sleeping since 2018, even as levels of homelessness and rough sleeping have increased elsewhere. Whether through our innovative work at Mulberry Junction, specialist support for women at risk of rough sleeping, or our wider homelessness prevention services, we have shown that early intervention, targeted support and treating people with dignity delivers results.

2.3. We are also clear that treating rough sleeping as criminal – or cooperating with immigration enforcement for those who are undocumented, not only encourages racism and discrimination against our most vulnerable residents but worsens outcomes for those in desperate need of support.

2.4. At a time when local government continues to face significant financial pressures after years of austerity, accepting this funding is both a responsible financial decision and a reaffirmation of our values. These grants will help protect and strengthen frontline services that prevent and relieve homelessness, support survivors of domestic abuse and reduce reliance on expensive emergency accommodation. Crucially, they will allow us to continue investing in the early-intervention and person-centred approaches that we know work, helping residents establish the security and stability they need.

2.5. We reject the notion that homelessness is inevitable. Just as we reject narratives that seek to blame individuals for circumstances created by wider systemic failures. A fairer Haringey is one where everyone has the dignity of a safe home, where support is available when people need it, and where no one is left behind. By accepting this funding, we are continuing our commitment to building that future and to ensuring that every resident has the opportunity not just to survive, but to flourish in Haringey.

3. Recommendations

It is recommended that Cabinet:

3.1. In accordance with Contract Standing Orders (CSOs) 21.01 and CSO 2.01(c) approves the acceptance of the grant from the Ministry of Housing, Communities and Local government (MHCLG) for Homelessness, Rough Sleeping and Domestic Abuse Grant for the funding period 2026-29.

3.2. In accordance with Contract Standing Orders (CSOs) 21.01 and CSO 2.01(c) approves the acceptance of the grant from the MHCLG for Emergency Accommodation Reduction Programme for the funding period 2026-27.

3.3. In accordance with Contract Standing Orders (CSOs) 21.01 and CSO 2.01(c) approves the acceptance of the grant from the MHCLG for Additional Rough Sleeping funding from the Ending Homelessness Accelerator Programme for the funding period 2026-27.

3.4. The total grant funding amount will be **£25,671,444.** A detailed breakdown of funding allocated is listed in the Background Information at **6.10**.

4. Reasons for decision

4.1. Haringey Council have been awarded grants totalling **£25,671,444** for the 2026-29 funding period. The funding is ringfenced for the purposes of preventing, reducing and ending homelessness, rough sleeping and domestic abuse.

4.2. The grants allow the Council to carry out its statutory responsibilities under a range of legislation including the Homelessness Reduction Act 2017, Care Act 2014, Domestic Abuse Act 2021 and the Equality Act 2010, by providing housing-related support to vulnerable people to ensure they are able to live independent, fulfilling and active lives in the community for as long as possible.

5. Alternative options considered

5.1. Do Nothing - The council could choose to not accept any of these grants but this would mean that it would be unlikely to meet its legal and statutory obligations as defined by the Homelessness Reduction Act 2017 to prevent and relieve homelessness and to support and prevent domestic abuse under and Domestic Abuse Act 2021. Acceptance of this grant will help to meet our legal obligations under these pieces of legislation.

6. Background information

6.1. Haringey Council continues to address the challenges of homelessness and rough sleeping within the borough. The number of households in temporary accommodation has reached 2648, reflecting a significant demand for housing support.

6.2. Haringey has the third highest rate of emergency placements in London and the highest in the North Central London sub-region. The Council is also working in the context of a chronic shortage of social housing in the borough, with over 9,000 households on the Council's housing register and almost 3,000 households in temporary accommodation.

6.3. Successfully ending rough sleeping and homelessness is a systemic and long-term project and not something that can be tackled solely on an individual, local or even regional level to truly sustainable effect. Haringey Council and partners work collaboratively to reduce rough sleeping in the borough, and to provide suitable and sustainable settled accommodation for those who have experienced rough sleeping.

6.4. Despite these challenges, Haringey has achieved a notable 71% reduction in rough sleeping since July 2018. This success is attributed to significant investments in addressing rough sleeping, the development of innovative approaches for individuals facing multiple disadvantages, the opening of new supported housing accommodation provisions, and the creation of rent-free accommodations for those affected by immigration issues.

6.5. The Homelessness, Rough Sleeping, Domestic Abuse Grant is made up of three separate funding settlements. Funding for homelessness and rough sleeping; Funding for Renters Rights Act 2025 New Burdens and Funding for the Domestic Abuse Safe Accommodation Grant.

6.6. The Rough Sleeping funding includes the Rough Sleeping Prevention & Recovery Grant (RSPARG), additional funding through the Ending Homelessness Accelerator Programme (EHAP) and the Rough Sleeping Accommodation Programme (RSAP) and will support the council to deliver homelessness and rough sleeping services.

6.7. The funding for Renters Rights Act new burdens provides support that will allow the council to manage increased workloads, inspect properties, and prepare for the broader tenancy overhauls provided for in the act.

6.8. The Domestic Abuse funding enables local authorities to fulfil their statutory duties and commission vital support in safe accommodation for those who need to flee their homes.

6.9. Collectively, these funding streams will support homelessness prevention, rough sleeping outreach and accommodation pathways, domestic abuse support services, implementation of new statutory housing duties, and initiatives to reduce the use of emergency and temporary accommodation. The funding will help improve housing stability, prevent crisis, support independent living and improve outcomes for some of the borough's most vulnerable residents.

6.10. The breakdown of the grants by year is:

	Funding for Homelessness and Rough Sleeping	Funding for Renters Rights Act 2025 New Burdens	Domestic Abuse Safe Accommodation Grant	Emergency Accommodation Reduction Programme	Additional Rough Sleeping Programme Funding	Total
FY						
2026/27	£ 8,395,541	£ 363,583	£ 38,965	£ 428,237	£ 1,080,719	£ 10,307,045
2027/28	£ 7,975,764	£ 171,192	£ 39,737	tbc	tbc	£ 8,186,693
2028/29	£ 7,137,171	£ -	£ 40,535	tbc	tbc	£ 7,177,706
						£ 25,671,444

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

7.1. Contribution to the Corporate Delivery Plan (CDP) 2024-26 High level strategic outcomes. These grant supports the delivery of the Housing priority in the CDP (2024-26)

- Provide better support for single homeless households with complex needs. Identify suitable support for vulnerable adults placed in TA.
- Preventing and reducing homelessness and rough sleeping
- decreasing the number of homeless households and those presenting as homeless, including those who sleep rough.

7.2. The grants also support the delivery of the People Priority in the Plan, 'Strong families, strong networks and strong communities nurture all residents to live well and achieve their potential', in particular to;

- People will be supported to live independently at home for longer.
- Adults will feel physically and mentally healthy and well.
- Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach.

7.3. The grants will contribute to the strategic objectives of Adult Social Care and their partners to offer preventative interventions at individual and community levels, decreasing demand on supported housing, preventing escalation of need, and offering viable options to residential care.

7.4. The grants will contribute to the delivery of the Council's Rough Sleeping (2023-27) Strategy by helping to prevent and relieve homelessness, reduce the use of temporary accommodation, and provide rapid exit from street homelessness for those in need.

7.5. The grants contribute to the "Safer Haringey" outcome area in the Corporate Delivery Plan 2024-26, specifically to contribute to "A reduction in violence against women and girls"

7.6. The grants contribute to the "Successful Futures" outcome area in the Corporate Delivery Plan 2024-26.

8. Carbon and Climate Change

8.1. Haringey Climate Change Action Plan March 2021 outlines the council's route for net zero carbon in Haringey. All HRS services and provision contribute to the Community Actions Objective 1 – To increase education and awareness raising across the borough to residents and businesses.

8.2. Raising awareness of the impacts of climate change, and steps to mitigate, can encourage residents and businesses to engage with the issue and to enable behavioural change.

8.3. Housing Related Support team commission a wide variety of services which support vulnerable Haringey residents who have experience homelessness or are at risk of homelessness.

8.4. As a team we are committed to embedding educational awareness into the fabric of commissioning from the tender process to contract monitoring. We seek to deliver carbon literacy awareness training to our providers and stakeholder relating to carbon footprint within their own organisations

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

9.1. **Finance**

9.1.1. There will be periodic monitoring and challenge on the use of this grant to ensure it is used in accordance with the conditions laid out in the MHCLG grant determination award for tackling homelessness prevention, rough sleeping, and domestic abuse.

9.1.2. Financial records will be kept ensuring we can comply with any monitoring or reporting requests from MHCLG or audit. These comments should only be completed by the authorised Finance Officer. Include name of the person completing the comments in this section.

9.2. **Procurement**

9.2.1. Strategic Procurement has been consulted in the preparation of this report and has no objections to the acceptance of the grant funding.

9.2.2. There are no immediate procurement implications arising from the decision to accept the grant. However, where grant funding is subsequently used to commission services, from external providers, Strategic procurement will, lead on competitive processes in accordance with the Council's Contract Standing Order and procurement legislation, if applicable.

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 (CSO) 21.01 and CSO 2.01(c), Cabinet has power to approve receipt of grants where the value of the grant is £500,000 or more and such the recommendation in paragraph 3 of the report is line with the Council's CSO.

9.3.3. The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing Cabinet approving the recommendations in this report.

9.4. **Equality**

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

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

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

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

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

9.4.3. This decision will help the Council to meet its equalities duties and address known inequalities affecting individuals with protected characteristics, in particular relating to age, sex, sexuality, gender identity, race, and disability. Accordingly, the decision represents progress to eliminate discrimination and advance equality of opportunity.

9.4.4. The decision outlined in this report is to accept grant funding from multiple sources for housing-related support. This will help to fund the provision of housing-related support in Haringey for residents who are homeless or at risk of homelessness.

9.4.5. Around 4,000 children are currently living in temporary accommodation (January 2026), with women and members from ethnic minority backgrounds (especially members of the Black community) being disproportionately represented. Similar disparities exist for families threatened with or currently experiencing homelessness; for example, 39% of main applicants that were owed a relief duty in 2025 identify as Black despite only comprising 16% of Haringey's population.

9.4.6. Given this overrepresentation, this decision will have a positive impact on children and their families from ethnic minority groups threatened with or experiencing homelessness.

9.4.7. This decision will also have a positive impact on those with additional housing needs which result from their protected characteristic including women, disabled people (particularly those with mental health needs), older people who need extra support, young people (particularly those considered to be at risk or leaving care), survivors and victims of domestic abuse (who are disproportionately female), LGBTQ+ people and people from ethnic minority backgrounds.

10. Use of Appendices

10.1. N/A

11. Background papers

11.1. N/A

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Report for: Cabinet - 10 November 2026

Title: Approval to consult on a Gypsy and Traveller Pitch allocation policy

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

Lead Officer: Kristian Melgaard, Director of Housing

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1. This draft allocation policy proposes the approach Haringey Council will take to allocate vacant pitches on Gypsy and Traveller sites.

1.2. This report seeks approval from Cabinet to consult formally on this draft policy.

1.3. The Council does not currently have a policy in place for allocating Gypsy and Traveller pitches and one is required.

1.4. The Council recently held a borough-wide Gypsy and Travellers Call for Sites to identify land or sites that could potentially be developed, or available and suitable for pitches or potentially for transit stopping places over the next 15 years. This policy is needed to outline the Council's policy approach to allocations on current and any future pitches.

2. Cabinet Member Introduction

2.1. Standing up against racism and inequality is at the heart of this administration's work, and that means standing up for communities who have too often been overlooked, marginalised and excluded. Gypsy and Traveller communities face persistent racism leading to sustained inequalities: poorer health outcomes, lower life expectancy, barriers to education, employment and suitable housing. As a Green administration, we are committed to challenging discrimination and ensuring everyone in Haringey is treated with dignity, fairness and respect.

2.2. We are proud of the rich contribution that Gypsy and Traveller communities make to Haringey's social, cultural and economic life. Their presence in the borough spans generations, and their history, traditions, languages and way of life form an important part of the diverse and vibrant community that makes Haringey what it is.

2.3. For many Gypsy and Traveller families, access to housing is about more than simply having a roof over their heads. It is about being able to live in a way that reflects and sustains their cultural identity. We recognise that culturally appropriate accommodation is essential to tackling inequality and ensuring that Gypsy and Traveller residents can thrive while maintaining their traditions and way of life

2.4. Earlier this year, I was delighted to celebrate Gypsy, Roma and Traveller History Month in my ward at Haringey Learning Partnership. Throughout their history, the community has been systematically criminalised for their way of life. The chronic shortage of sites leads Gypsy and Traveller people to become criminal for simply existing – a situation exacerbated by recent Government legislation. The fact there have been no new sites in Haringey in the last two decades is a symptom of institutional racism.

2.5. That is why we want to continue to work closely with residents and community representatives as we develop a new pitch allocation policy as we bring forward new pitches in the Borough. Our aim is to create a fair, transparent and inclusive system that recognises the specific needs of Gypsy and Traveller communities, supports community cohesion, and helps ensure that everyone in Haringey has access to accommodation that meets their cultural needs.

2.6. We want to make Haringey an anti-racist borough, one where no community is left behind. Supporting Gypsy and Traveller communities is part of our wider commitment to tackling inequality, combating discrimination, and building a Haringey where diversity is celebrated and everyone can thrive.

3. Recommendations

Cabinet is recommended to:

3.1.1. Note the Equality Impact Assessment at Appendix 2.
3.1.2. Approve formal consultation on the draft Gypsy and Traveller Pitch allocation policy (Appendix 1) in accordance with the Consultation Plan at 6.8 – 6.10
3.1.3. Delegate the following to the Director of Adults, Housing and Health in consultation with the Cabinet Member for Housing:

- Minor changes to the policy prior to consultation
- The detailed timing and arrangements for that consultation

4. Reasons for decision

4.1. This draft policy aims to outline in a clear and accessible way the council's approach to allocating Gypsy and Traveller pitches on its sites. The council wishes to consult on this draft.

4.2. Once the policy has been considered in light of that consultation, the council will adopt a policy on allocating pitches on its sites to members of the Gypsy and Traveller community.

5. Alternative options considered

5.1. The council could adopt a pitch allocations policy without consulting on it. This option has been rejected because consultation supports good policy and because it supports the discharge of the Public Sector Equality Duty and principles of fair decision-making.

6. Background information

6.1. This policy has been developed to outline the approach to allocating any existing pitches that become available on the council's Gypsy and Traveller sites and to allocating any new pitches that might be developed by the council.

6.2. The aims of the policy are to:

- Allocate permanent pitches when they become available on Haringey Council owned sites to Haringey Gypsies and Travellers who meet our policy's qualification rules.
- Allocate pitches taking account of the need for culturally appropriate accommodation rather than urgent housing need, which is addressed by the Council in accordance with its homelessness duties.
- Allocate pitches in a sensitive way to promote cohesive, safe and secure sites including by considering the compatibility of households sharing the sites.
- Recognise the diversity of the Gypsy and Traveller communities.
- Ensure that pitches are allocated fairly and transparently.

6.3. The policy outlines the process for applying for a pitch. This includes the requirement to provide supporting documents with a completed application form. It also sets out where grounds for the exclusion of applicants may be necessary.

6.4. The policy outlines the establishment of a council-run waiting list for applicants limited to those

- From a Gypsy or Traveller background
- Aged 18 or over
- Who have lived in Haringey for at least the previous three consecutive years or would have done save for compelling circumstances
- Who have the legal right to remain in the UK and are not subject to immigration control

6.5. The allocation principles highlight that applicants will be prioritised only by the length of time they have been in Haringey and unable to live in culturally appropriate accommodation. Pitches will therefore be allocated on the basis of evidence of the household's length of time living continuously in Haringey without access to accommodation that reasonably enables it to maintain its cultural identity and traditional way of life, taking account of the particular circumstances of the household.

6.6. The policy sets out the following situations as examples of situations that it recognises do not allow a household to have access to culturally appropriate accommodation:

- Living in 'bricks and mortar' accommodation including social housing, privately rented housing, and temporary accommodation
- Being homeless
- Living on pitches or sites that are overcrowded or otherwise inappropriate to the extent that they cannot reasonably accommodate the household's composition or cultural identity and traditional way of life

6.7. The policy also confirms that a panel will be created of senior council officers to consider applications, identify the applicant unable to live in culturally appropriate accommodation for the longest period, and make offers based on this information. The Panel will involve a site community member by asking for their advice to support the Panel's decision-making process.

6.8. All successful applicants will be offered a pitch agreement regulated by the Mobile Homes Act 1983 and applicants who wish to appeal against a decision can do so within 3 months.

Proposed consultation plan

6.9. The consultation with the Gypsy and Traveller community will be held for a minimum of six weeks.

6.10. The consultation will be shared with all known members of the community identifiable from the Council's contact systems where the council has an electronic or physical address, and in addition the council will request that the London Gypsy and Traveller Organisation circulate the consultation to their members as part of supporting wider circulation amongst the community.

6.11. Consultees will be invited to complete a brief survey on the draft policy and invited to attend an in-person engagement event during the consultation period.

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

7.1. The recommendations in this report will support the Corporate Delivery Plan's theme 5, "Homes for the Future", and in particular its commitment to provide reliable, customer focused resident housing services and to undertake a full review of all policies relating to our tenants and leaseholders in our role as their landlord.

8. Carbon and Climate Change

8.1. This policy does not create or change any physical assets or direct service provision, there are no carbon or climate change implications.

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

9.1. Finance

9.1.1 This report approval request to consult on a Gypsy and Traveller Pitch allocation policy does not give rise to any financial implications

9.1.2 The resource required to implement the policy is already contained within the Housing Revenue Accounts (HRA) approved budget and MTFS.

9.1.3 Any financial implication resulting from future review/amendment of the policy will be considered as part of Council's HRA Medium-Term Financial Planning.

9.2. Director of Legal & Governance

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

9.2.2. The Council has a number of protected sites (within the meaning of the Mobile Homes Act 1983) on which pitches are made available for gypsy and traveller use.

9.2.3. Neither the Council's Allocation Scheme nor Part VI of the Housing Act 1996 govern offers of an agreement permitting an applicant to occupy a permanent pitch.

9.2.4. The Council should allocate pitches on its permanent sites according to a policy that is:

- 9.2.4.1. Fair and rational
- 9.2.4.2. Equitable
- 9.2.4.3. Transparent
- 9.2.4.4. Culturally sensitive

9.2.5. There is no statutory requirement for consultation on this policy, but the Council has an established practice of consultation on such matters.

9.2.6. The principles of consultation require consultation to:

- 9.2.6.1. Take place at a formative stage when input can genuinely input the outcome
- 9.2.6.2. Provide sufficient information to permit consultees to understand and comment upon the proposals (including being transparent about alternatives)
- 9.2.6.3. Give adequate time for response
- 9.2.6.4. To involve conscientious consideration of responses

9.2.7. There is no legal reason why Cabinet should not adopt the recommendations in this report.

9.3. Procurement

9.3.1. Strategic Procurement has been consulted on the preparation of this report and notes its content. There are no procurement implications arising from the recommendation

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 policy considered here will apply to Gypsies and Travellers.

9.4.5. A full analysis of the impact of the policy on people with protected characteristics is contained in the Equality Impact Assessment found at Appendix 2.

9.4.6. The Gypsy and Traveller Pitch allocation policy will have a positive impact on the protected characteristics of age, disability, pregnancy and maternity, race and socioeconomic status. It will have a neutral impact on those with other protected characteristics.

10. Use of Appendices

Appendix 1 — Gypsy and Traveller Pitch allocation Policy - consultation version
Appendix 2 — Equality Impact Assessment of the Gypsy and Traveller pitch allocation Policy

GYPSY AND TRAVELLER PITCH ALLOCATION POLICY

DRAFT VERSION FOR CONSULTATION

DRAFT

Haringey LONDON

Contents

1 Introduction 2
2 Aims of the Policy 2
3 Definitions 2
4 Qualifying and applying for a pitch 3
5 Allocation and prioritising principles 6
6 Decisions and Offers 7
7 Pitch Licence Agreement 7
8 Appeals and complaints 8
9 Legislation 9
10 Review of the policy 9

DRAFT

1 Introduction

This policy describes how Haringey Council will allocate vacant pitches on the permanent Gypsy and Traveller sites that it manages. It sets out the application process, the allocation principles, and the appeals process.

When we use the terms ‘we’, ‘our’, and ‘us’ in this policy we mean Haringey Council.

Any applications made to join the Gypsy and Traveller waiting list do not prevent the same household or person also applying to be on the council’s housing register for bricks and mortar housing – or from making a homeless application. However, we will not permit anyone at the same time formally to reside at or hold a tenancy or license on both a council pitch and bricks and mortar social housing.

This policy will establish a waiting list for pitches based on qualifying criteria set out in Section 4 of this policy with allocations based on the principles outlined in section 5. Section 5 details that we will prioritise applicants according to who has been unable for the longest period of time to live in culturally appropriate accommodation.

Our policy is to allocate pitches to Gypsies and Travellers based on their need for culturally appropriate accommodation rather than urgent housing need. We have a range of separate housing duties and options to support people including Gypsies and Travellers who need accommodation, including our homelessness and housing duties. Therefore, this policy is not designed to meet urgent housing needs.

2 Aims of the Policy

The aims of the policy are to:

- Allocate permanent pitches when they become available on Haringey Council owned sites to Haringey Gypsies and Travellers who meet our policy’s qualification rules.
- Allocate pitches taking account of the need for culturally appropriate accommodation rather than urgent housing need.
- Allocate pitches in a sensitive way to promote cohesive, safe and secure sites including by considering the compatibility of households sharing the sites.
- Recognise the diversity of the Gypsy and Traveller communities.
- Ensure that pitches are allocated fairly and transparently.

3 Definitions

A pitch is a designated area that provides:

- space for a single household
- an additional car parking space
- a small, brick-built building containing a kitchen, shower and bathroom facilities
- waste facilities, such as bin stores.

For the purposes of this policy we define **culturally appropriate accommodation** as accommodation that reasonably enables a Gypsy or Traveller household to maintain its

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cultural identity and traditional way of life, taking account of the particular circumstances of the household. In general, this means access to a suitable pitch or site.

4 Qualifying and applying for a pitch

Applicants will only be accepted on to our waiting list if they:

- Are from a Gypsy or Traveller background
- Are aged 18 or over
- Have lived in Haringey for at least the three consecutive years prior to application. This excludes applicants placed in temporary accommodation in Haringey by other boroughs. If applicants have been forced to live outside Haringey for some of the period, evidence of this will be considered.
- Have the legal right to remain in the UK and not be subject to immigration control

or

- are an existing Haringey Council licence holder wishing to transfer to another Haringey Council Gypsy and Traveller site ("a transfer applicant")

All applications for a pitch on our Gypsy and Traveller Sites must be supported by a fully completed Gypsy and Traveller Pitch allocation application form which can be found in XXX.

The full name and date of birth of every person who will be living as part of the household on the pitch must be included in the application (including those under 18); evidence of identity will be required to support any allocation of a pitch.

All applications will be considered by the council.

Identity and supporting evidence

Supporting documents must be provided along with the application form for the applicant and each person intending to live with them.

These documents will need to evidence that each applicant is from a Gypsy or Traveller background, is aged 18 or over, has lived continuously in Haringey for at least the last three years, and has the legal right to remain in the UK and not be subject to immigration control.

Examples of documents we would accept to evidence time living continuously in Haringey include evidence of addresses, registration with a Haringey GP, or school records in Haringey for at least three years.

Evidence must also be provided to show the age and identity of each household member or prospective household member along with evidence that they are from a Gypsy or Traveller background and have the legal right to remain in the UK and not be subject to immigration control.

In evidencing that an applicant and any household member is from a Gypsy or Traveller background, we will take a flexible approach and accept a range of evidence types including references from recognised Gypsy and Traveller community groups.

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Applications must also provide evidence of the length of time the household has been living continuously without access to culturally appropriate accommodation.

Where applicants have dependent children living with them some of the time and at other times with their other parent/guardian at a separate address, we will assess whether the applicant's address is their main home and if they can be included as members of the applicant's household on their application. To do this, we will consider:

- financial support received including Child Benefit, Tax Credits, Disability Benefits (if appropriate) and maintenance from another parent/guardian
- any Court Order(s) under the Children Act (1989) in respect of parental responsibility, contact or residency; supporting evidence from Social Services in respect of fostering, guardianship, or adoption placements
- whether the children currently reside with someone else for all or part of each week.
- other compelling evidence of established parenting and caregiving arrangements

Regardless of the amount of time that an applicant's children actually spend with them, if we decide that their main home is not with the applicant, they will not be included in the application; and they will not be considered when assessing overcrowding.

We will check the information that applicants provide to us. We may need to contact applicants to ask for more information. If possible, we will do this by calling them on the telephone number they have provided.

We reserve the right to seek further supporting evidence as required to support an application.

If any supporting documents cannot be provided, please contact the xxxx for further advice and support with providing documents.

If applicants need any help or support with applying for a pitch, they can contact:

- London Gypsies and Travellers' Accommodation Advice Service which takes calls for appointments on Tuesdays, Wednesdays and Thursdays on +44 (0)208 533 2002 and via emails to: info@londongandt.org.uk
- Friends, Families and Travellers provide a national helpline on 01273 23 47 77, which provides support with applying for a pitch, or
- Your local Citizens Advice Bureau on 0800 144 8848.
- Haringey Council on 020 8489 1000

All information provided on the application form must be true and correct. If false or misleading information is provided at any time during the allocation process, the application will be refused or stopped and may be subject to criminal investigation for offences under the Fraud Act 2006.

If at any time during the application process, there are any changes to the applicant's circumstances or the information provided on the application form, they must tell us as soon as possible and their application will be reviewed considering these changes.

Completed application forms must be submitted to the xxx either online, by email or by post to: xxx.

DRAFT

When we assess applications, we will ask applicants for information to prove to us that they meet our qualification rules. Applicants must provide the information we ask for in order to be placed on the waiting list.

We will inform applicants if an application has been accepted onto or declined from the register.

Exclusions

We may need to exclude some people from the waiting list and to require evidence in relation to this. The decision that an applicant or their household is excluded for an allocation of a pitch may occur at the time of joining the waiting list, or at any time during the life of the application. Examples of where this might happen include:

- Where the applicant's behaviour as an occupant or the behaviour of a member of their household is or has been in the past unacceptable. Examples of such behaviour include but are not limited to:
    - Serious breaches of terms and conditions of licence agreements
    - Using their home for illegal purposes
    - Making a false statement to obtain a licence.
- Impact on Site Management - Applicants who have a previous history of serious anti-social behaviour (ASB) will not be added to our waiting list. Our ASB policy highlights our definition of ASB as conduct that has caused, or is likely to cause, harassment, alarm or distress to any person, or conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises or conduct capable of causing housing-related nuisance or annoyance to any person.
- Financial History - Applicants with a known history of rent arrears may not be included on our waiting list unless there is evidence that rent arrears have been addressed and regular payments have been made at another site, house or property for a period of not less than six months.
- Where the applicant or their household members own property or otherwise have sufficient financial resources to secure culturally appropriate accommodation without assistance through the Council's allocation scheme. In assessing financial resources, the Council may take account of income, savings, capital assets, land ownership and any other resources reasonably available to the household.

DRAFT

Removal from the waiting list

Applicants may request that their name is removed from the waiting list at any time. They will need to submit a new application if they subsequently wish to re-join.

The Council will remove applicants from the waiting list if they: -

- Are no longer eligible
- Fail to confirm their eligibility when offered a pitch

- Fail to confirm their eligibility when requested to do so by the Council during an annual review
- Where they are already onsite, have broken the terms of their license, and in particular, where they have committed anti-social behaviour or have rent arrears with no agreement in place to reduce them

Transfer of priority on Death of Applicant

If an applicant dies, their priority will be transferred to another member of their family who was part of their original application, so long as they are also eligible to join the waiting list, without the necessity for a new application. Where there is more than one surviving adult on the application, it will be transferred to the oldest member of the family unless all adults agree that another person should take over the application. This person may need to provide evidence to confirm they are eligible and update the application with any new information.

5 Allocation and prioritising principles

When a pitch comes free it will be offered:

- to transfer applicants, prioritised by length of time on the waiting list;
- if no transfer applicants accepts the offer to other applicants on the waiting list prioritised only by the length of time they have been in Haringey unable to live in culturally appropriate accommodation.

If the pitch is accepted by the transfer applicant, then the pitch vacated by the transfer applicant will be offered, in the same way.

Pitches will therefore be offered to non transfer applicants on the basis of evidence of the household's length of time living continuously in Haringey without access to accommodation that reasonably enables it to maintain its cultural identity and traditional way of life, taking account of the particular circumstances of the household.

We include the following situations as examples of situations that do not allow a household to have access to culturally appropriate accommodation:

- Living in 'bricks and mortar' accommodation including social housing, privately rented housing, and temporary accommodation
- Being homeless
- Living on pitches or sites that are overcrowded or otherwise inappropriate to the extent that they cannot reasonably accommodate the household's composition or cultural identity and traditional way of life

Urgent housing needs including around homelessness and overcrowding are addressed through our homelessness and other housing duties.

Re-siting a mobile home

Separately from the provisions of this policy, we may ask a Pitch Licence holder on any of our sites to re-site their mobile home to another pitch forming part of the same site or to a pitch on another of our owned sites in accordance with Chapter 4 of Schedule 1 to the

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Mobile Homes Act 1983. This covers situations where we need to carry out essential repair or emergency works that can only be carried out if the mobile home is moved to the other pitch for that period, and the other pitch is broadly comparable to the occupier's original pitch; or where it is otherwise reasonable to require the move. This does **not** count as an allocation for the purpose of this policy.

6 Decisions and Offers

The decision to offer a pitch will be made by a panel consisting of the council's Lettings Team Manager, Head of Tenancy Management, Head of Temporary Accommodation and Gypsy, Roma and Traveller Community Coordinator. The panel will:

- Identify the applicant households living without access to culturally appropriate accommodation for the longest period as outlined in section 5.
- Consider qualifying criteria as set out in section 4 and any other circumstances that are relevant to ensuring the safe and secure running of the site. This includes considering the compatibility of households sharing each site so that residents can have quiet enjoyment of their pitch and the site.
- Consider applications for transfers between residents already on a Haringey Council Gypsy and Traveller Site who wish to transfer to another pitch. Applicants must not have broken the terms of their license, such as by committing anti-social behaviour or having rent arrears with no agreement in place to reduce them.
- Involve a site community member by asking for their advice to guide and support (but not determine) the Panel's decision-making process.
- In exceptional circumstances make an evidence-based recommendation to the Director of Housing for their review and approval.

The size of the pitch (single or double) and the size of the applicant's household will be considered when allocating pitches to ensure the best use of available pitches.

The Panel will aim to create a shortlist of three qualifying and suitable applicants ranked according to the length of time they have been continuously unable to access culturally appropriate accommodation.

Those three households will be contacted in order of priority for an offer to be made. The Panel will authorise the offer to the selected applicant from the waiting list.

Where an offer has been made and refused no further offer will be made and the application will be removed from the list.

The Panel will receive training on cultural awareness and the Gypsy and Traveller community to support them with their role.

7 Pitch Licence Agreement

All successful applicants will be offered a pitch agreement regulated by the Mobile Homes Act 1983. This agreement sets out the rules governing good conduct of sites and the payments that must be made.

This includes that the tenant is responsible for the following (this is not an exhaustive list)

- Paying the rent, water rates and other charges connected with the property

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- Personally occupying the property and not assigning the tenancy or allowing any other person into residential occupation or to sleep at the property without our express permission
- Not storing quantities of highly flammable materials or gas on the premises, other than may be reasonably required for domestic use
- Not engaging in ASB, nuisance, harassment or conduct that may cause alarm, distress or inconvenience to other residents. This includes being responsible for the behaviour of members of the household and visitors. Appropriate action will be taken where ASB occurs.

It also confirms that breaches of licence terms are likely to result in formal action being taken to bring the pitch agreement to an end and the resident may lose their pitch. Breaches can include non-payment of rent or utilities, criminal activity and anti-social behaviour. The Pitch Licence Agreement must be signed and agreed before moving on to the pitch.

In accordance with the Mobile Homes Act 1983, a written statement of the terms applicable to the Pitch Licence Agreement will be supplied by us at least 28 days before the agreement is entered into, unless the successful applicant agrees in writing to a shorter period.

Moving on to site

On the date that is agreed for moving on to site, the new resident will be met on site by a member of our tenancy management team within 24 hours of this date to handover any keys and complete the pitch inventory.

Communication

We aim to provide regular verbal updates throughout the allocation process where phone numbers are provided. Where a postal or email address is provided, we will also provide written updates.

As part of the Pitch Licence Agreement, residents are required to update us with all relevant changes in circumstances, including but not limited to new residents, children turning eighteen, new children and criminal records.

8 Appeals and complaints

Applicants who wish to appeal against any decision made by us regarding their application can do so within three months of the decision, to: tenancymanagement@haringey.gov.uk.

Reviews will be undertaken by a relevant officer who was not involved in the original decision and wherever practicable who is senior to the original decision-maker.

The Council will normally complete the review within 28 days of receiving the request for review. Where additional enquiries or evidence are required and it is not reasonably practicable to complete the review within this timescale, the applicant will be notified of the reasons for the delay and the expected date of the review decision.

If the applicant remains dissatisfied following the review, they may pursue the matter through Judicial review.

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9 Legislation

- Caravan Sites and Control of Development Act 1960
- Caravan Sites Act 1968
- Mobile Homes Act 1983
- Data Protection Act 2018
- Housing Act 2004
- Human Rights Act 1998
- Housing and Regeneration Act 2008
- Equality Act 2010.

10 Review of the policy

We will review this policy at least every five years.

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Equality Impact Assessment (EQIA)

The Equality Impact Assessment (EQIA) form is a template for analysing a policy or proposed decision for its potential effects on individuals with protected characteristics covered by the Equality Act 2010.
The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

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

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

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

1. Responsibility for the Equality Impact Assessment

Name of proposal:	**Gypsy and Traveller Pitch Allocation Policy**
Service Area:	**Tenancy Management**
Officer Completing Assessment:	**Max Tolley**
Equalities Advisor:	**Elliot Sinnhuber**
Cabinet meeting date (if applicable):	**10 November 2026**
Director/Assistant Director	

2. Executive summary

The **Gypsy and Traveller Pitch Allocation Policy** applies to the Council's Gypsy and Travellers sites and pitches in Haringey.

The aims of the policy are to:

- Provide pitches on Haringey Council's owned sites for eligible Gypsies and Travellers.
- Allocate Gypsy and Traveller pitches when they become available.
- Allocate pitches based on the need for culturally appropriate accommodation rather than urgent housing need.

- Allocate pitches in a sensitive way to promote cohesive, safe and secure sites. This includes considering the compatibility of households sharing the sites.
- Recognise the diversity of the Gypsy and Traveller communities.
- Ensure that pitches are allocated fairly and transparently.

The policy makes the following changes which are likely to have the most positive impact on Haringey's Gypsy and Travellers with the protected characteristic of age, disability, pregnancy and maternity, race and socioeconomic status because it does the following:

- Will provide clear principles for allocating pitches to applicants by prioritising offers of pitches based on the need for culturally appropriate accommodation
- Will establish a Council run waiting list for applicants, create a Panel to consider applications, identify the applicant living in culturally inappropriate accommodation for the longest period and make offers based on this information.
- Confirms that members of the decision-making panel will receive training on cultural awareness and the gypsy and traveller community to support them with their roles.

Haringey Council have two Gypsy and Traveller sites with ten official pitches across the two sites. The following data from the 2021 Census data has been used to inform this EQIA in assessing how the proposed policy will affect people with protected characteristics in Haringey.

Ethnic group	Residents
White	2,239
Roma	2,004
Gypsy or Irish Traveller	235
Other Traveller	0
Other ethnic group	24
Gypsy/Romany	15
Roma	9
Grand Total	2,263

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.

We attended an engagement event with members of the Gypsy and Traveller community in August 2025. Subject to Cabinet approval, it is proposed that a consultation for a minimum of six weeks will be held which members of the community will be encouraged to engage with.

It is proposed that the consultation will be shared with all known members of the community where the council have an email address. As part of ensuring wider circulation for the consultation amongst the community, the council will request that the London Gypsy and Traveller Organisation circulate the consultation to their members.

Consultees will also be invited to complete a brief survey on the draft policy and invited to attend an in-person engagement event during the consultation period. This event will be designed to promote the accessibility of the consultation by aiming to address any digital exclusion challenges or literacy community needs for engaging with the consultation.

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

We organised a meeting with members of the Gypsy and Traveller community in August 2025, which the London Gypsy and Traveller organisation also joined.

They told us that the policy should include coverage of the following points:

- Consider any other circumstances that need to be considered to ensure the safe and secure running of the site including the compatibility of households sharing the site so that residents can have quiet enjoyment of their pitch and the site.
- The allocations panel should involve a site community member by asking for their input

Councillors told us that the policy should include coverage of the following points:

- The Panel will receive training on cultural awareness and the gypsy and traveller community to support them with their roles.
- Pitches should be allocated in a sensitive way to promote cohesive, safe and secure sites including by considering the compatibility of households sharing the sites.
- The diversity of the Gypsy and Traveller communities should be recognised.

4. Data and Impact Analysis

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%)

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

The 2021 Census data showed a count of 238 Gypsy and Travellers in Haringey under the following categories:

Age 15 years and under - 54
Aged 16 to 34 years - 92
Aged 35 to 49 years - 62
Aged 50 to 64 years - 21
Aged 65 years and over - 9

Detail the findings of the data

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

The age categories of the community compare similarly with the wider demographic profile of the Borough. The largest two categories in both the gypsy and traveller community and the wider borough are 16 to 34 years and 35 to 49 years

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

Allocating Gypsy and Traveller pitches on Council owned sites could have a positive impact on all age groups by providing a stable environment for accessing educational and employment opportunities.

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

Potential impacts
Positive impact.

Allocating pitches on the Council's traveller sites helps to address demand for all age groups. This should have a particularly positive impact on older people by providing a stable base for access to healthcare and young children with access to education. For example, a pitch would provide an address from which they can register for a GP surgery, health visitors, dentistry or schools.

4b. Disability

Data

Borough Profile

- Disabled under Equality Act – 13.7%[2]
    - Day to day activities limited a lot – 6.1%
    - Day to day activities limited a little – 7.5%
- 7.5% of residents people diagnosed with depression[3]
- 1.7% of residents diagnosed with a severe mental illness[4]
- 0.4% of people in Haringey have a learning disability[5]

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

Census 2021 data has been used to assess the impact of disability on Haringey's Gypsy and Traveller population.

Detail the findings of the data

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

The percentage of members of Gypsy and Traveller community with a disability compares similarly 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?

[2] Census, 2021 – Disability, England and Wales - Office for National Statistics (ons.gov.uk)
[3] NHS Quality Outcomes Framework – Prevalence of diagnosed depression among GP registered population age 18+
[4] NHS Quality Outcomes Framework – Prevalence of diagnosed mental health diagnosis among GP registered population age 18+
[5] PHE Learning disability profiles – https://fingertips.phe.org.uk/learning-disabilities#page/0/gid/1938132702/pat/6/par/E12000007/ati/102/are/E09000014

Allocating pitches on council owned sites should improve access to healthcare facilities through the provision of permanent pitches.

Potential Impacts

Positive impact.

The availability of a secure pitch may have positive impacts for disabled people by providing a stable location from which health and care services can be accessed.

4c. Gender Reassignment

Data

Borough Profile[6]

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

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

The Council does not hold data on the gender reassignment of Haringey's Gypsy and Traveller population. However, it is highly unlikely that this policy will impact this protected characteristic, therefore the effort required to gather this information would be disproportionate to any anticipated impact.

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?

Members of this group won't be affected by this policy because it focuses on eligibility criteria and local connection — not personal identity or transition history.

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

[6] Census, 2021 – Gender identity, England and Wales - Office for National Statistics (ons.gov.uk)

Allocating pitches on council owned sites should improve access to healthcare facilities through the provision of permanent pitches, this could positively impact those who are undergoing gender reassignment.

Potential Impacts
Neutral impact.

4d. Marriage and Civil Partnership

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

Data
Borough Profile[7]

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

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

The Council does not hold data on marriage and civil partnership of Haringey's Gypsy and Traveller population. However, it is highly unlikely that this policy will impact this protected characteristic, therefore the effort required to gather this information would be disproportionate to any anticipated impact.

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?

We anticipate a neutral impact on this group from the policy.

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

Potential Impacts

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

Neutral impact

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

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

The Council does not hold data on pregnancy and maternity for Haringey's Gypsy and Traveller population. Our research[10] has highlighted evidence of higher birth rates compared to the wider population. However, it is highly unlikely that this policy will impact this protected characteristic, therefore the effort required to gather this information would be disproportionate to any anticipated impact.

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?

Evidence[11] on higher birth rates in the community at a national level compared to the wider population indicates this group may be higher when compared to the wider Borough.

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

Providing secure, authorised permanent pitches ensures expectant mothers and new parents have a fixed address while living in culturally appropriate accommodation.

[8] Equality and Human Rights Commission, 2022 – Pregnancy and maternity discrimination.
[9] Births by Borough (ONS)
[10] https://www.sciencedirect.com/science/article/pii/S0266613823003133
[11] https://www.sciencedirect.com/science/article/pii/S0266613823003133

This will make it easier to register with local GPs, schedule antenatal appointments, and receive visits from midwives and health visitors.

Potential Impacts
Positive impact.

Access to secure culturally appropriate accommodation may positively impact including pregnant women and those with caring responsibilities, by supporting access to healthcare, education and family support services.

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.[12]

Data
Borough Profile [13]
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%

[12] Race discrimination | Equality and Human Rights Commission (equalityhumanrights.com)
[13] Census 2021 - Ethnic group, England and Wales - Office for National Statistics (ons.gov.uk)

- Roma: 0.8%
- Other White: 22.1%

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

The Council uses Census 2021 data to identify the size of Haringey's Gypsy and Traveller population and an ONS report[14] has also been used to assess the potential impact of this policy.

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?

This policy is designed to help address the needs of the Gypsy and Traveler community, which make up 0.1 of the bough population. The policy is designed to help address the critical challenges they face in accessing housing that meets their cultural needs.

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

Yes, members of the community should be positively affected by this policy. The ONS report found that a lack of suitable, secure accommodation contributes to many of the inequalities that Gypsy and Traveller communities experience[15]. For example, the report highlights "difficult trade-offs about where to live, for example, having to choose between better access to healthcare or proximity to family'[16].

Potential Impacts
Positive impact.

Introducing this policy will have a positive impact on the Gypsy and Traveller community by providing clear principles for allocating pitches on council owned Gypsy and Traveller sites.

[14] https://www.ons.gov.uk/peoplepopulationandcommunity/housing/bulletins/gypsiesandtravellerslivedexperienceshomesenglandandwales/2022#choice-and-influence
[15] Ibid.
[16] Ibid.

This is because the policy outlines how the allocations process will be conducted in a fair and transparent way and be applied consistently. It provides further clarity on the process by explaining how applicants will be prioritised based on their need for culturally appropriate accommodation.

There is also confirmation that a waiting list will be established and a Panel created to consider applications and identify the applicant living in culturally inappropriate accommodation for the longest period.

4g. Religion or belief

Data

Borough Profile [17]

- Christian: 39%
- Buddhist: 0.9%
- Hindu:1.3%
- Jewish: 3.6%
- Muslim: 12.6%
- No religion: 31.6%
- Other religion: 2.3%
- Religion not stated: 8.0%
- Sikh: 0.3%

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

The Council does not hold data on the religion or belief of Haringey's Gypsy and Traveller population. However, it is highly unlikely that this policy will impact this protected characteristic, therefore the effort required to gather this information would be disproportionate to any anticipated impact.

Detail the findings of the data

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

The policy will apply to all eligible members of the Gypsy and Traveller community regardless of their religion, belief or lack of belief.

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

[17] Census, 2021 – Religion, England and Wales - Office for National Statistics (ons.gov.uk)

The eligibility criteria and allocation and prioritising principles will apply equally to all members of the community, religion is not included as a factor in the policy.

Potential Impacts
Neutral impact

4h. Sex

Data
Borough profile [18]

- Females: (51.8%)
- Males: (48.2%)

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

The Council does not hold data on the sex of Haringey's Gypsy and Traveller population. However, it is highly unlikely that this policy will impact this protected characteristic, therefore the effort required to gather this information would be disproportionate to any anticipated impact.

Detail the findings of the data

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

The policy will apply to all eligible members of the Gypsy and Traveller community regardless of their sex.

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

The eligibility criteria and allocation and prioritising principles will apply equally to all members of the community, gender is not included as a factor in the policy.

Potential Impacts
Neutral impact

4i. Sexual Orientation

Data
Borough profile [19]

[18] Census 2021 – Gender identity: age and sex, England and Wales - Office for National Statistics (ons.gov.uk)
[19] Census, 2021 – Sexual orientation, England and Wales - Office for National Statistics (ons.gov.uk)

- Straight or heterosexual: 83.4%
- Gay or Lesbian: 2.7%
- Bisexual: 2.1%
- All other sexual orientations: 0.8%
- Not answered: 11.0%

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

The Council does not hold data on the sexual orientation of Haringey's Gypsy and Traveller population. However, it is highly unlikely that this policy will impact this protected characteristic, therefore the effort required to gather this information would be disproportionate to any anticipated impact.

Detail the findings of the data

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

The policy will apply to all eligible members of the Gypsy and Traveller community regardless of their sexual orientation.

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

The eligibility criteria and allocation and prioritising principles will apply equally to all members of the community, sexual orientation is not included as a factor in the policy.

Potential Impacts
Neutral impact

4j. Socioeconomic Status

Data
Borough profile
Income

- 6.9% of the population of Haringey were claiming unemployment benefit as of April 2023[20]
- 19.6% of residents were claiming Universal Credit as of March 2023[21]
- 29.3% of jobs in Haringey are paid below the London Living Wage[22]

[20] ONS – ONS Claimant Count
[21] DWP, StatXplore – Universal Credit statistics, 29 April 2013 to 9 March 2023 - GOV.UK (www.gov.uk)
[22] 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

Educational Attainment

- Haringey ranks 25th out of 32 in London for GCSE attainment (% of pupils achieving strong 9-5 pass in English and Maths)[23]
- 3.7% of Haringey's working age population had no qualifications as of 2021[24]
- 5.0% were qualified to level one only[25]

Area Deprivation

Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas, or small neighbourhood areas) are more heavily concentrated in the east of the borough, where more than half of the LSOAs fall into the 20% most deprived in the country.[26]

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

The Council does not hold data on the socioeconomic status of Haringey's Gypsy and Traveller population. However, we recognise the socioeconomic challenges faced by the community. For example, of respondents to the 2021 UK Census who identified as Gypsy or Irish Traveller "53% of those aged 16-63 were 'economically inactive,' compared to 25% of the general population"[27].

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?

Yes, the socioeconomic indicators for this group are likely to be affected by this policy with positive impacts through the provision of Gypsy and Traveller pitches. It is anticipated that the pitches will support increases in accommodation security, educational attainment, employment and financial inclusion.

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

Providing fixed addresses and secure tenancies can help to lower barriers to employment and skills development.

Potential Impacts

[23] DfE – GCSE attainment and progress 8 scores
[24] LG Inform – Data and reports | LG Inform (local.gov.uk)
[25] LG Inform – Data and reports | LG Inform (local.gov.uk)
[26] IMD 2019 – English indices of deprivation 2019 - GOV.UK (www.gov.uk)
[27] https://www.gypsy-traveller.org/wp-content/uploads/2025/04/Final-FFT_Amnesty_SocialSecurityBriefing.pdf

Positive impact

Providing culturally appropriate accommodation through Gypsy and Traveller pitches could positively impact the socioeconomic status of the community.

By offering a secure base, stable and culturally appropriate address through the provision of gypsy and traveller pitches, this could help members of the community with employment opportunities. Having a secure base could also promote financial inclusion as a vital requirement for opening bank accounts[28].

5. Key Impacts Summary

5a. Outline the key findings of your data analysis.

The data shows the following findings from Haringey's Gypsy and Traveller population compared to the wider borough population:

- The Gypsy or Irish Traveller population makes up 0.1% of the borough's population.
- The age categories of the community compare similarly with the wider demographic profile of the Borough. The largest two categories in both the Gypsy and Traveller community and the wider borough are 16 to 34 years and 35 to 49 years
- The percentage of members of Gypsy and Traveller community with a disability compares similarly with the wider demographic profile of the Borough.

5b. Intersectionality

We know that along with the local protected characteristic of socio-economic status, some members of the Gypsy and Traveller community have more than one of the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The policy could have particular benefits for these intersectional groups who experience multiple barriers in accessing culturally appropriate accommodation.

5c. Data Gaps

The Council have ONS Census data providing counts of residents in 2021 and a twice-yearly Traveller Caravan Count, which is submitted to MHCLG.

We acknowledge the limitations of the census in terms of frequency and especially when it comes to assess small segments of the population. Statistics about Gypsy,

[28] https://lgiu.org/housing-is-key-to-tackling-poverty-in-the-travelling-community/

Roma and Travellers present particular challenges in terms of self-identification that may lead to underreporting as well as due to transiency. That said, the census offers standardised and disaggregated categories and comparability across boroughs and regions.

6. Overall impact of the policy for the Public Sector Equality Duty

Summarise the key implications of the decision for people with protected characteristics.

The Gypsy and Traveller Pitch Allocation Policy make the following changes which are likely to have the most positive impact on Haringey's Gypsy and Travellers with the protected characteristics of age, race and socio-economic status because it does the following:

- Will provide clear principles for allocating pitches to applicants by prioritising offers of pitches based on the need for culturally appropriate accommodation
- Will establish a Council run waiting list for applicants, create a Panel to consider applications, identify the applicant living in culturally inappropriate accommodation for the longest period and make offers based on this information.
- Confirms that members of the decision-making panel will receive training on cultural awareness and the gypsy and traveller community to support them with their roles.

It will likely have a neutral impact on those with other protected characteristics.

7. Amendments and mitigations

7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?

No changes are proposed, however advancing equality of opportunities has been a golden thread when developing this policy.

No major change to the proposal: the EQIA demonstrates the proposal has been designed to be robust and seeks to address risks of discrimination or adverse impacts. All opportunities to promote equality have been taken.

However, the upcoming consultation on the policy may highlight unforeseen issues and impacts, any issues arising from this engagement will be monitored as part of the consultation process.

<u>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</u>

Y

Adjust the proposal: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below

N

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.

N

7b. What specific actions do you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty?

Action: The actions taken are explained throughout this EQIA, although no anticipated negative impacts were identified.

Lead officer: N/A

Timescale: N/A

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:

7. Ongoing monitoring

Council officers from the tenancy management teams will lead on the delivery of this policy which will include monitoring of the equalities impact of this policy, and they will monitor impact in the long-term.

Date of EQIA monitoring review: 02/09/2026

8. Authorisation

EQIA approved by (Director)

Date:

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 **- 10 November 2026**

Title: **Substance Misuse Services for Children and Young People.**

Item number: 21

Title: Substance Misuse Services for Children and Young People.

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

Lead Officer: Donna Walker, Public Health Officer, Early Intervention Substance Use and Sexual Health (Donna1.walker@haringey.gov.uk)

Ward(s) affected: All

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

1. Describe the issue under consideration.

1.1. Haringey council is responsible for the commissioning of specialist substance misuse service for children and young people. The current contract expires on 30 November 2026. This report seeks approval to extend the existing contract for 12 months and to commence procurement of a new contract to secure future service delivery.

2. Cabinet Member Introduction.

2.1. Children and young people's substance misuse is both a public health and safeguarding issue that can have a profound impact on health, wellbeing, educational attainment and future life chances. While most young people do not develop problematic substance use, those who do often face multiple and complex challenges, including poor mental health, exclusion from education, family adversity and exploitation. Early intervention is critical to preventing harm and supporting young people to achieve their full potential.

2.2. I am proud of the support that Haringey provides to vulnerable children and young people affected by substance misuse. Through the current service, delivered by Waythrough, young people can access prevention, early intervention and treatment support in schools, community settings and alongside wider children's services. The service has delivered strong outcomes and helped many young people make positive and lasting changes to their lives.

2.3. I support the recommendation to extend the current contract for a further year while the Council undertakes a comprehensive procurement process for a future service model. This approach will ensure that young people and families continue to receive uninterrupted support while allowing sufficient time to design and procure a service that reflects local need, emerging evidence and the ambitions of our borough.

2.4. The proposed procurement presents an opportunity to build on the strengths of the current service, strengthen our prevention offer and ensure that support continues to reach those young people who need it most. By investing in effective early intervention and treatment services, we can help reduce health inequalities, improve wellbeing and life chances, and ensure that children and young people in Haringey have the best possible opportunity to lead healthy and fulfilling lives.

3. Recommendations.

For Cabinet, to approve the following:

3.1. The extension to the current contract for the Children, Young People and Families Drug and Alcohol Service (Insight Platform), delivered by Waythrough for a period of 12 months from 1st December 2026 to 30th November 2027 at a total cost of £315,997.33, in accordance with Contract Standing Order (CSO) 18.02.1

3.2. A variation to the terms of the contract for the same period and include costs of £75,936, to cover additional grant awarded for the service, including Young People's DATRIG posts, as permitted under CSO 18.03.1. The total value of the extension and variation is £391,933.33.

3.3. Commencement of a competitive procurement process for a new contract for Substance Misuse Services for Children and Young People, for a period of three (3) years with an option to extend for a further two years, in accordance with Contract Standing Order 2.01(b). The estimated total value of the new 5-year contract is £1,872,246.65.

4. Reasons for decision.

4.1. The current contract, awarded by Cabinet in July 2021, commenced on 1 December 2021 for an initial four-year term to 30 November 2025, with an option to extend for a further three years. The contract is currently extended until 30th November 2026.

4.2. The proposed extension will allow sufficient time for a full competitive re-tender to be completed, and a new contract mobilised from 1 December 2027, reflecting the updated needs and gaps analysis, local priorities and current best practice. An indicative timetable for the procurement is outlined at paragraph 6.6 of this report.

4.3. Since the 2021 award, the service has continued to deliver universal, targeted and treatment-level support to children, young people and families affected by substance misuse. Performance is monitored quarterly against key performance indicators, including RAG-rated performance reporting. National and local strategies continue to emphasise prevention, early intervention, whole-family approaches and improved pathways into specialist treatment.

4.4. Insight Platform delivers against these principles, and the extension period will enable learning from current delivery, contract monitoring, and the updated needs and gaps analysis to inform the specification and performance framework for the re-tendered contract.

5. Alternative options considered.

5.1. Do nothing / allow the contract to lapse.

The Council could allow the current contract to expire without extension. However, this would risk a gap in valued specialist provision before a re-tendered service could be awarded and mobilised. There is no identified alternative programme in place that could provide equivalent specialist support during any gap.

5.2. In-house provision.

As considered at the point of the original award, the specialist nature of this service means it is better delivered by a specialist substance misuse provider than through an in-house model. A competitive re-tender will allow the Council to test the market and determine the most appropriate future delivery model.

5.3. Other options.

A hybrid in-house/external provider model has been discussed internally with Children's Services. However, the Director of Children's services that expertise in substance and alcohol use is best delivered independently by specialist providers to local young residents, where ongoing innovation is needed to consistently grow and develop such specialist knowledge and services.

6. Background information.

6.1. Substance misuse among children and young people remains an important public health, safeguarding and health inequalities issue. While overall rates of alcohol and drug use amongst young people have reduced over the longer term, there remains a significant cohort of vulnerable young people who experience harm from substance use and require specialist support. Nationally, 14,352 children and young people accessed specialist drug and alcohol treatment services in 2023/24, an increase of 16% on the previous year. Cannabis remains the primary substance of concern, accounting for 87% of treatment presentations. Almost half (49%) of young people entering treatment report an identified mental health treatment need and 80% report first using substances before the age of 15, demonstrating the importance of early intervention and prevention.

6.2. The harms associated with substance misuse extend far beyond drug and alcohol use itself. Young people affected by substance misuse are more likely to experience poor mental health, exclusion from education, family instability, exploitation and involvement with the criminal justice system. Substance misuse is recognised as an Adverse Childhood Experience (ACE) and can have a lasting impact on health, wellbeing and life chances if not addressed early. Investment in effective prevention and treatment services can therefore make a significant difference to a young person's future outcomes.

6.3. Haringey continues to face significant challenges associated with deprivation and health inequalities, which can increase vulnerability to substance misuse and related harms. The service supports some of the borough's most vulnerable young residents, including those experiencing mental health difficulties, safeguarding concerns, school exclusion, family adversity and exploitation. Local demand remains strong, with around 150 young people accessing treatment and structured support each year.

6.4. Since December 2021, the Insight Platform, Haringey's specialist substance misuse service for children and young people, has been delivered by Waythrough. The service has consistently demonstrated strong performance and positive outcomes for children, young people and families across the borough. Access to support is timely, with 100% of young people receiving an assessment within three weeks of referral and the majority being seen within seven days. Treatment outcomes are strong, with 84% of young people successfully completing treatment having reduced or stopped their substance use, while 80% report improvements in their wellbeing when leaving the service. The service is highly valued by partner agencies, with 100% of professionals reporting high levels of satisfaction. Alongside specialist treatment provision, the service delivers a significant programme of prevention and early intervention activity, including 2,269 brief interventions with children and young people, 163 hidden harm interventions supporting children affected by parental substance use, training for 447 professionals to increase confidence and skills in identifying and addressing substance misuse, and regular partnership working with 14 schools across the borough. These outcomes demonstrate that the Insight Platform is an effective, well-integrated service that delivers positive impacts for children and young people, supports wider safeguarding objectives, and contributes to the prevention of future substance misuse-related harm

6.5. A comprehensive Needs and Gaps Analysis, together with wider engagement and market testing, has confirmed the continuing need for a specialist substance misuse service for children and young people in Haringey. Extending the current arrangements will ensure continuity of support for vulnerable young people while the Council undertakes a full procurement process to secure a future service model that reflects current evidence, local need and the Council's ambitions to improve outcomes for children, young people and families.

6.6. Should re procurement be agreed it is our intention to involve young people in all aspects of the re procurement, below is an indicative timetable for the new procurement.

Activity	**Timescales**
Pre – procurement approval	Nov - 2026
Stakeholder Consultation	Dec - 2026
Pre -market engagement and document preparation (Specification and other tender documents)	Jan - 2027
Tender	Feb - Mar 2027
Evaluations (Includes training for Young People)	Apr - May 2027
Cabinet Approval for Award of contract	Jul - 2027
Notification of tender outcome	Aug - 2027
Mobilisation	Sep - Nov 2027
Contract start	Dec - 2027

7. Contribution to the Corporate Delivery Plan — High Level Strategic Outcomes.

7.1. The provision of an effective substance misuse service for children and young people contributes directly to the priorities set out in the Haringey Corporate Delivery Plan 2024-2026, particularly the Council's ambition for children and young people to have the best start in life and to be safe, healthy and able to thrive. The service supports early intervention and prevention, improves health and wellbeing outcomes, reduces the risk of exploitation and other forms of harm, and strengthens partnership working across

education, health, social care and community services. By providing timely specialist support and preventative interventions, the service contributes to the Council's wider objectives of reducing inequalities, supporting vulnerable residents and enabling children and young people to achieve positive outcomes.

8. Carbon and Climate Change.

8.1. This proposal supports the Council's wider commitment to responding to the climate emergency by contributing to a more resilient, sustainable, and community-based service model. While the primary purpose of the contract is to support residents affected by substance misuse, several operational practices within the service help reduce environmental impact.

8.2. The delivery model has moved from using a stand-alone building to co-location and outreach. This means services are delivered closer to where residents live reducing travel. It also minimises energy usage associated with dedicated buildings.

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

9.1. Finance.

9.1.1. Public Health has a grant allocation for substance misuse Services for Children and young people, which comprises of the public health grant and the Young people element of the Drug and Alcohol Treatment and Recovery Improvement Grant (DATRIG).

9.1.2. This report seeks an extension and variation to the current contract for the Children, Young People and Families Drug and Alcohol Service (Insight Platform), delivered by Waythrough for a period of 12 months from 1st December 2026 to 30th November 2027 at a total cost of £315,997.33 and an additional costs for the service, including Young People's DATRIG posts £75,936. The total value of the extension and variation is £391,933.33.

9.1.3. It further seeks approval to commence a competitive procurement process for the new contract for Substance Misuse Services for Children and Young People, for a period of three (3) years at an initial cost of £1,123,347.99 with an option to extend for a further two years, for an additional value £748,898.66. Estimated 5-year new contract (3 + 2 optional) £1,872,246.65

9.1.4. As Public Health has an allocation for substance misuse Services for Children and young people and the cost of the extension and variation will be met within the Public Health grant allocation.

9.1.5. Public Health have also received their indicative financial settlement for three years (2026-29), and the cost of this estimated 5-year new contract is forecasted to be met within the indicative grant envelope awarded to Haringey. Any change in grant will be subject to review to ensure that the cost of this contract is met in future years.

9.2. Procurement

9.2.1. The Insight Platform Children and Young People's Substance Misuse Service contract with Waythrough was awarded following a competitive procurement process under the

Public Contracts Regulations 2015 for an initial term of four years commencing on 1 December 2021, with options to extend for a further period of up to three years.

9.2.2. Since the award of the contract, the Health Care Services (Provider Selection Regime) Regulations 2023 came into force. As the service falls within the scope of the Provider Selection Regime, the proposed extension and variation are permissible under Regulation 13(1)(a), where the modification was expressly provided for within the original contractual arrangements, and Regulation 13(1)(d), where the value of the modification does not exceed £500,000 and does not represent a material change to the overall nature of the contract. The original four-year contract value was approximately £1.26m and the proposed additional funding of £76,121.33 is well within the permitted modification thresholds. The proposed changes do not alter the fundamental nature or scope of the service being delivered.

9.2.3. The proposed extension and variation comply with the requirements of the Council's Contract Standing Orders, specifically CSO 18.02 (extension in accordance with existing contractual provisions), CSO 18.03 (contract variations), and CSO 2.01(d) (Cabinet approval for contract variations where the aggregate value is £500,000 or above).

9.2.4. Approval is also sought to commence a competitive procurement exercise for a replacement contract for a period of three years, with an option to extend for a further two years, with an estimated total contract value of £1.87m. This is in accordance with CSO 2.01(b). Undertaking a competitive procurement process will help ensure continued value for money, compliance with the Provider Selection Regime, and the delivery of services that reflect current local need, strategic priorities, and best practice.

9.2.5. Contract management records indicate that the current provider continues to deliver the service in accordance with the agreed performance framework and contractual outcomes. The proposed extension will ensure continuity of this important service whilst allowing sufficient time to undertake a robust procurement process, including stakeholder engagement, market engagement, service review, and development of the future service model. The proposed involvement of children and young people in the design and co-production of the new service is welcomed and will help strengthen service user engagement and future service delivery.

9.2.6. Cabinet may therefore approve the recommendations set out in Section 3 of this report.

9.3. **Legal and Governance**

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

9.3.2. The services were originally procured under the Public Contracts Regulations 2015. As they are health services, the extension is governed by the Health Care Services (Provider Selection Regime) Regulations 2023. Reg 13 (1) (a) provides for a modification of the contract where the modification has been clearly and unambiguously provided for in the contract documents. This would apply to the proposed extension of the contract.

9.3.3. The variation to cover additional costs falls within Reg 13 (1) (d) which allows for a variation where:

(a)the modification does not render the contract or framework agreement materially different in character, and

(b)the cumulative change in the lifetime value of the contract or framework agreement since it was entered into or concluded is below £500,000;

9.3.4. Cabinet has power to approve the extension and variation of contract under CSOs 2.01 (d) (Cabinet power to approve variations),18.02 and 18.03 (Contract variations and extensions).

9.3.5. Cabinet also has power to approve the commencement of a procurement exercise under CSO 2.01 b).

9.3.6. 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 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 protected characteristic.

9.4.4. Haringey is one of London's most diverse boroughs and children and young people may experience different patterns of need, access and outcomes based on their individual characteristics and circumstances. It is therefore important that the Council understands how services are accessed and experienced by different groups, so that any inequalities can be identified and addressed.

9.4.5. The service currently routinely collects, analyses and reports data across all protected characteristics where lawful and appropriate to do so. This information is used alongside service user feedback, engagement activity and outcome data to identify patterns of access, retention, experience and outcomes for different groups. The provider is expected to use this intelligence proactively to identify and address inequalities, take action where disparities emerge, and demonstrate continuous improvement in ensuring equitable access to support and positive outcomes for all children, young people and families

9.4.6. According to the national data-base (NDTMS), Insight Platform's Young People's Activity Report for Q4 2026 shows a broad range of referral routes, education remains the primary referral route (40% year to date). The service continues to work in partnership with community and targeted youth organisations to reach all communities of young people.

9.4.7. In the quarterly monitoring meetings data is explored across all protected characteristics. The characteristics set out below are presented as examples of the equality monitoring undertaken by the service and illustrate how data is used to understand service reach.

Measure	Haringey	National
Gender split	45% female / 55% male	40% female / 60% male
Age 13–15 share of caseload	61%	Consistent with national pattern
Ethnicity — Black Caribbean	14%	—
Ethnicity — Other White	24%	—
Ethnicity — African	9%	—
Ethnicity — White British (national comparator)	—	68%
Cannabis presentations	83%	88%
Nicotine use	44%	23%
Alcohol	36%	39%
Solvent use	9%	5%
NPS presentations	0%	3%

Table – NDTMS Insight Platform Q4 2026

9.4.8. The Haringey figures indicate proportionally more girls in treatment than the national picture, with a caseload broadly consistent with national age patterns. Ethnicity data reflects Haringey's diverse population and reinforces the need for culturally competent service delivery.

9.4.9. If the extension is agreed, the Provider will be obliged to have due regard for the aims of the Public Sector Equality Duty. They will collect and report to NDTMS monthly on the protective characteristics. Quarterly contract management arrangements will continue to review the data and ensure that the delivery of the service does not result in any preventable or disproportionate inequality and to identify how we can continuously improve services.

9.4.10. If the re procurement is agreed, the Council will ensure that equality considerations are embedded throughout the re-procurement process and that its Public Sector Equality Duty is actively discharged. This will include engagement and consultation with a diverse range of Haringey children, young people, parents, carers and stakeholders to shape the service specification and identify any barriers to access or engagement experienced by protected groups. The service specification will set out clear expectations regarding equality, diversity and inclusion, including requirements to deliver culturally competent, trauma-informed and accessible services that meet the needs of all communities. Bidders will be required to demonstrate how they will address inequalities in access, experience and outcomes through a specific method statement question, which will form a meaningful element of the quality evaluation and be appropriately weighted within the overall scoring methodology. The Council will evaluate bidders' proposals against these

requirements and will continue to monitor performance against equality objectives throughout the life of the contract to ensure services remain responsive to the needs of Haringey's diverse population.

10. Use of Appendices

None

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MINUTES OF THE Cabinet Member Signing HELD ON Friday, 16th October, 2026, 9.00 - 9.15 am

PRESENT:

Cabinet Member: Councillor Georgia Twigg

ALSO ATTENDING:

Chris Liasi – Committee and Governance Officer, Ayshe Simsek – Democratic Services Manager and Daniel Earley - Head of Service , Schools & Learning.

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 was none.

6. APPROVE FUNDING FROM ARTS COUNCIL ENGLAND TO HARINGEY MUSIC SERVICE FOR THE NORTH LONDON MUSIC HUB

The Cabinet Member considered a report seeking approval to accept grant funding of £1,702,986 from Arts Council England for the Haringey Music Service. It was noted that the funding would support the coordination and delivery of music education across the North London Music Hub, covering Haringey, Barnet, Camden, Enfield and Islington, including provision for children and young people with special educational needs and disabilities.

It was explained that the programme would be delivered in partnership with more than 400 schools and a range of educational, creative and community organisations, providing access to high-quality music education opportunities across the region.

It was noted that Haringey would continue as the Hub Lead Organisation and would enter into a funding agreement with Arts Council England. In this role, Haringey would administer and distribute the grant funding to consortium partners and be responsible for quarterly reporting requirements on behalf of the North London Music Hub.

It was further noted that the grant was fully funded by the Department for Education through Arts Council England and did not require any Council match funding. Financial and compliance risks were reported as being mitigated through established governance arrangements, partnership agreements, oversight by the Music Hub Board and the retention of a 3.75% management contribution.

It was noted that a decrease in participant numbers had affected funding levels. In response to a question regarding support from the Council, it was stated that support would be welcomed, particularly in ensuring that headteachers were briefed on the work being undertaken.

DECLARATIONS OF INTEREST MADE FOR THIS ITEM:

None

RESOLVED:

That the Cabinet Member for Children and Schools:

1.Approved acceptance of £1,702,986 revenue grant funding from Arts Council England on behalf of the Department for Education for delivery of the North London Music Hub during the 2026/27 financial year.

2. Approved Haringey Council continuing in its role as Hub Lead Organisation for the North London Music Hub.

3. Approved the onward distribution of grant funding to consortium partners in accordance with the Department for Education Music Hub funding methodology and agreed partnership arrangements.

4. Approved retention of a 3.75% management contribution to support the administration, governance, monitoring, reporting and strategic leadership responsibilities of the Hub Lead Organisation

5. Delegated authority to the Director of Children's Services, in consultation with the Director of Finance and Director of Legal and Governance, to enter into and administer all grant and partnership agreements necessary for implementation of the North London Music Hub

Reasons for decision

1. The grant funding will enable the North London Music Hub to continue delivering high-quality music education opportunities to children and young people across Haringey, Barnet, Camden, Enfield and Islington. The funding supports the delivery of the National Plan for Music Education and enables the Council to fulfil its responsibilities as the Hub Lead Organisation. Failure to accept the funding would significantly reduce music education opportunities available to schools, children and young people across the five boroughs and would jeopardise delivery of nationally funded Music Hub activity.
2. This links to aspirations with the culture strategy and London Borough of Culture 2027 project.

Top slicing:

Table 1 below shows the names of the Local Authority areas (consortium partners) that make up the North London Music Hub. Column two is the total value of each partners music hub grant, and column three is the contribution in pounds at 3.75% of the Music Hub grant. Including Haringey's contribution as a consortium member this totals £1,702,986.00 for 2026 / 2027. Column four shows the amount that will be sent to consortium partners to undertake activity in their area.

1.The above top slice although relatively low in terms of contract management is a workable figure, considering the consortium nature of the North London Music Hub partnership.

2. The 3.75% management contribution has been agreed by consortium partners and has been reviewed for the 2026/27 academic year. The management contribution supports:

• Strategic leadership of the North London Music Hub.

• Financial administration and grant management. • Contract and performance monitoring.

• Arts Council England reporting requirements.

• Music Hub Board administration.

• Partnership coordination and communications.

• Audit, compliance and governance activities.

The contribution is considered proportionate to the responsibilities of the Hub Lead Organisation and represents value for money for consortium partners.

3. It remains extremely unlikely that Haringey Council as the Hub Lead Organisation would incur any additional expenditure, which is outside of the top slice contribution.

4. Amounts to fund consortium partners (column four), will be sent in five payments upon the Hub Lead Organisation receiving reporting documentation.

5. Reporting documents required are published as part of the ACE relationship framework and additional conditions. Typically, this involves reporting on ACE three strategic aims and five strategic functions, along with management accounts and Hub board minutes and any other requirement from the additional terms and conditions.

6. Continuation of the Hub Lead Organisation role reflects Haringey's successful appointment through the national Music Hub competition process and supports the Council's strategic leadership role within music education across North London. Heads of Service and Service Managers from consortium partners continue to have a joined-up approach and positive working relationship, endeavouring in doing what's best for young musicians and their families.

7. A separate Hub Board, independently chaired, continues to have a key role in monitoring and challenging the work of the Music Hub.

8. Haringey as the Hub Lead Organisation and consortium member will be responsible for:

9. An area-wide strategic vision, shared values, and budget, monitored by a representative Hub Board.

10. A strategic approach to supporting inclusion and progression so that young people can connect to local, regional, and national structures.

11. A shared understanding and approach to considering environmental responsibility.

12. A collective commitment to consulting regularly, researching, and analysing need, evaluating and monitoring the impact of programmes, keeping abreast of sector thinking and ideas and using this evidence to ensure that resources, investment, and support can be effectively targeted.

13. A strategic approach to identifying shared fundraising and income generation opportunities, with resources and capability directed at the use of government funding to leverage further investment.

14. The identification of opportunities to realise economies of scale and reduce duplication by centralising expertise, resources, and processes.

15. A diverse and more equitable range of musical activities, opportunities, teachers, instruments and equipment which is consistently available to more young people.

16. A better supported and more collaborative workforce that has access to training and networking, resources, and career progression opportunities.

17. A strategic approach to ensuring quality through performance management, monitoring and evaluation, quality assurance processes and peer assessment.

18. More strategic and high-profile engagement by Music Hubs with significant place based infrastructure such as Combined Authorities and Local Enterprise Partnerships.

19. Stronger communications and marketing which means that children and young people, families, and schools know about local, regional, national opportunities, prices, and subsidies.

Alternative options considered

1. There is no other national music funding such as the Arts Council England Music Hubs grant, that ensures music education is accessible and impactful.

CABINET MEMBER:

Signed by Cabinet Member ……..

Date ……

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MINUTES OF THE Cabinet Member Signing HELD ON Tuesday, 20th October, 2026, 4.30 - 4.40 pm

PRESENT:

Cabinet Member: Councillor Tehseen Khan

ALSO ATTENDING:

Chris Liasi – Committee and Governance Officer, Rebecca Cribb - Head of Commissioning& Quality Assurance

7. FILMING AT MEETINGS

The Cabinet Member referred to the notice of filming at meetings and this information was noted.

8. APOLOGIES FOR ABSENCE

There were none.

9. DECLARATIONS OF INTEREST

There were none.

10. URGENT BUSINESS

There were none.

11. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

12. APPROVAL OF ADDITIONAL EXPENDITURE AND FINAL PAYMENT TO ACCORA LIMITED REPORT

It was reported that Cabinet Member approval was sought to vary the contract with Accora Ltd, regularise expenditure exceeding the previously approved aggregate value of £499,999, and approve payment of the final validated accrued liability of £169,817.59 owed to Accora for the provision of short-term community equipment services. Members noted that Accora had been commissioned at short notice following the collapse of NRS Healthcare in August 2025 to ensure continuity of statutory community equipment provision while longer-term arrangements were established.

Due to the high volume of equipment delivered during this interim period, expenditure exceeded the original approved ceiling, resulting in a total payment value of £663,178.94, which was £163,179.94 above the original Director's Award. It was noted that Accora's support had helped maintain service continuity and minimise disruption for residents. Approval was therefore sought to regularise the final aggregate expenditure and settle the outstanding liability, with no further service delivery or contractual commitment proposed

DECLARATIONS FOR THIS ITEM:

NONE

RESOLVED

The Cabinet Member for Adults and Health:

1. Approved the variation of contract with Accora Ltd as permitted under CSOs 18.03.3 and 2.01(d)

a) The regularisation of total aggregate expenditure under the short-term Accora arrangement up to £663,178.94, being £163,179.94 above the previously approved maximum value of £499,999.
b) Payment to Accora Limited of the final validated outstanding accrued liability of £163,179.94.
c) That the payment is treated as the settlement of an accrued liability for services already delivered and accepted by the Council, and not as approval for any new service provision or further contractual commitment.

Reasons for decision

1. The proposed decision is required because Accora Limited provided short-term community equipment services in response to an urgent service continuity need and, following completion of the invoice reconciliation, a final validated outstanding liability of £163,179.94 remains payable. As payment would take the aggregate value of the arrangement above £499,999, Cabinet approval is required to regularise the expenditure and authorise settlement of the balance.
2. The service was commissioned in exceptional circumstances. The previous delegated authority report explains that the community equipment service is a critical all-age statutory service, supporting hospital discharge, preventing hospital admission, and enabling residents with care and support needs to remain safe and independent at home.
3. The same report records that the service supports over 36,000 equipment deliveries annually, with a catalogue of more than 600 items, and is prescribed by health and social care practitioners including occupational therapists, physiotherapists, community nurses and hospital discharge teams.
4. The short-term arrangement with Accora Limited was put in place because NRS Healthcare entered receivership and there was a significant risk to service continuity. The absence of community equipment provision would have had an immediate impact on vulnerable residents and would have affected the Council's ability to discharge statutory responsibilities under the Care Act 2014, the NHS Act 2022 and the Chronically Sick and Disabled Persons Act 1970.

5. The original Director's Award Report authorised the arrangement up to a maximum aggregate value of £499,999. The Council has subsequently received invoices for services which were required during the emergency period, but which exceeded this approval limit. The final aggregate expenditure will be £663,178.94 and the amount requiring regularisation above the original approval will be £163,179.94.
6. There is a risk of legal action, additional cost and reputational damage if the Council does not resolve the final validated payment promptly once the reconciliation has concluded.
7. The Council should not withhold payment of sums that are not disputed where the service has been delivered, the liability is accepted, and delay would expose the Council to further legal, financial and reputational risk.

Alternative options considered

1. One option would be to take no further action following the first-stage payment. This is not recommended because a final validated accrued liability of £163,179.94 remains outstanding and the Council should settle sums properly due for services already delivered and accepted.
2. A second option would be to seek a further delegated decision for the remaining balance. This is not recommended because to do so would be a breach of the Council's Standing Orders which does allow directors to make key decisions
3. The recommended option is therefore to seek Cabinet Member approval to regularise the final aggregate expenditure and pay the remaining validated accrued liability.

CABINET MEMBER:

Signed by Cabinet Member ……..

Date ……

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MINUTES OF THE CABINET MEMBER SIGNING MEETING HELD ON WEDNESDAY 28 OCTOBER 2026, 3:30PM – 3:40PM

PRESENT: Councillor Johann Beckford, Cabinet Member for Finance & Corporate

In attendance: Enrico Borrello Essa, Business Relationship Manager and Nazyer Choudhury, Principal Committee Co-Ordinator

1. FILMING AT MEETINGS

The Cabinet Member referred to the notice of filming at meetings and this information was noted.

2. APOLOGIES FOR ABSENCE

There were no apologies.

3. DECLARATIONS OF INTEREST

There were none.

4. URGENT BUSINESS

There was no urgent business.

5. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

6. ADMINISTRATIVE AMENDMENT TO MERCHANT ACQUIRER RE-PROCUREMENT

The 'Re-Procurement of Merchant Acquirer Services and award of Contract' report was initially approved by the Cabinet Member for Finance and Corporate Services on Wednesday, 6 May 2026. However, following a review by legal colleagues of the contract, there was an administrative error in respect of the company referred to within the report (i.e. Global Pay and Global Payments).

Whilst the company traded as Global Payments, the correct legal company name for contracting purposes is GPUK LLP. Therefore, the report sought to correct the administrative error in the original report and replace any previous reference to Global Pay or Global Payments with the contracting entity GPUK LLP.

The Cabinet Member RESOLVED

1. To note the administrative error in the original report referring to Global Pay and Global Payments;

2. To approve the administrative amendment to the correct legal entity being GPUK LLP for the purposes of awarding and entering into the contract as originally approved by the Cabinet Member for Finance and Corporate Services on 6th May 2026.

Reasons for decision

The name of the company referred to in the initial report was incorrect and the Council was unable to proceed to enter the contract until the name was amended to the correct legal entity.

By re-procuring the Council's merchant acquiring services via CCS Framework 6325 with the existing provider, the Council would secure materially improved commercial terms and address a significant budget pressure.

To ensure the Council could proceed with the re-procurement, approval was therefore sought from the Cabinet Member for Finance and Corporate Services to amend the original report and replace any previous reference to Global Pay or Global Payments with the contracting entity GPUK LLP.

Alternative options considered

If the Council did not change the company name, then the re-procurement could not proceed.

CABINET MEMBER: Councillor Johann Beckford

Signed by Cabinet Member ……..

Date ……28 October 2026……

Delegated Decisions taken by Corporate Directors

For Reporting to Cabinet - October 2026

Corporate Director	Date	Title	Decision	Exempt?
Corporate Director of Adults, Housing and Health	11/10/2026	Retrospective variation and extension of the contract for the provision of Occupational Therapy Assessments	For the Director of Adult Social Services, in accordance with Contract Standing Orders (CSOs) 18.03.and 2.05.1 (n) to retrospectively approve, the variation to the terms of contract with Care4Health Limited, for provision of Occupational Therapy Assessments, and allow a further extension for a period of 18 months commencing from 14th April 2026 13th October 2027, at a cost of £124,999. The Director of Adult Social Services to note that the proposed variation and extension do not exceed the originally approved maximum contract value of £499,999 (excluding VAT) for this contract.	No
Corporate Director of Culture, Strategy and Communites	19/10/2026	Approval of funding allocations from Haringey Council to Haringey Culture Collective (HCC), as per Contract Standing Order 21.06	For the Corporate Director of Corporate Director Culture Strategy Communities to approve the implementation of Contract Standing Order 21.06 and approve the transfer of the following approved funding allocations from Haringey Council to Haringey Culture Collective (HCC) to the value of £275,500	No
Corporate Director of Finance and Resources	07/10/2026	To enter into contract to dispose of one market sale flat at the new build development at Cranwood	Approval to enter into exchange of contract and completion to dispose of one market sale flat for the value of £675,000 at 6 Water Beech Apartments N10	No
Corporate Director of Environment and Resident Experience	23/10/2026	Crisis and Resilience Fund Year 1 Allocations	Corporate Director of Environment and residents Experience to approve the allocation of £1,803,741 of year 1 Crisis and Resilience Fund funding	

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