

Report for: Cabinet - 21 October 2025

Title: **Adopting a new Tenancy Management Policy**

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

Lead Officer: Jahedur Rahman, Director of Housing

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 The Council is transforming landlord services for its own tenants and leaseholders. To support that process, the Council is undertaking a full review of all policies relating to its tenants and leaseholders in its role as the landlord.
- 1.2 The new Tenancy Management Policy sets out in one comprehensive policy how the Council will provide an efficient and effective tenancy management service which has tenancy sustainment at its core.
- 1.3 This report seeks approval from Cabinet for adoption.

2. Cabinet Member Introduction

- 2.1 We are committed to ensuring that our 20,000 tenants, leaseholders, and their families live in safe, well-maintained homes where they can thrive. The Tenancy Management policy is an important next step in the transformation of our landlord services. It aligns with our broader plans to enhance housing services for tenants and leaseholders and to improve the quality of our council homes, as outlined in the Housing Strategy 2024-2029 and the Housing Improvement Plan.
- 2.2 This new policy outlines our approach to providing an efficient and effective tenancy management service which has tenancy sustainment at its core.
- 2.3 It also helps us to meet the government's Social Housing Regulator's consumer standards by outlining our approach to tenancy management, the interventions we will take to sustain tenancies, prevent unnecessary evictions and how we tackle tenancy fraud.
- 2.4 The insights and experiences of our residents, particularly through the Tenancy Management Continuous Improvement Group and online consultation, have played a key role in shaping this policy. This Group, comprising tenants ensures

ongoing resident engagement and co-creation in housing policies. I want to express my gratitude to the Group for their invaluable input, which has helped this policy to better reflect the needs of our communities.

- 2.5 I am pleased to recommend it's adoption by Cabinet, marking another step forward in our ongoing efforts to improve housing quality and resident services in Haringey.

3. Recommendations

That Cabinet

- 3.1 Approves the adoption of the draft Tenancy Management Policy at Appendix 1, to come into effect from 4 November 2025.
- 3.2 Delegate authority to the Director of Housing in consultation with the Cabinet member for Housing and Planning to make any future modifications to this policy required by changes to legal or regulatory requirements arising in the three year period before the policy is due for review.

4. Reasons for decision

- 4.1 This newly drafted clear and accessible policy will outline the Council's approach to tenancy management for Council tenants and for their wider households. It will also help the Council meet the Social Housing Regulator's consumer standards, specifically the Tenancy Standard and the Transparency, Influence and Accountability Standard.

5. Alternative options considered

- 5.1 **We could have continued with a range of tenancy policies and updated each one individually instead of introducing one comprehensive policy for this service.** This option was rejected because it would not meet the Council's needs or those of its tenants. Introducing this new policy will assist the Council to meet the Social Housing Regulator's Transparency, Influence and Accountability Standard requirement to deliver fair, reasonable, accessible and transparent policies. This option would also not meet our commitment to introduce updated policies in the Housing Strategy 2024 – and the Housing Improvement Plan 2023.

6. Background information

- 6.1 In June 2022, the Council brought most of the landlord and housing services back in house that had been run on its behalf by Homes for Haringey, its Arm's Length Management Organisation. The Council immediately began a process of reviewing that service provision and in April 2023 Cabinet adopted a comprehensive Housing Improvement Plan backed by significant financial investment. Amongst many other commitments, that plan committed to reviewing housing policies including those covering tenancy management.
- 6.2 The Regulator of Social Housing's Standards requires that Registered Providers of Social Housing (RPs) must demonstrate that they understand the following:
- a. The Tenancy Standard requires RP's to support tenants, to provide services that support tenants to maintain their tenancy or licence and prevent unnecessary evictions.
 - b. The Transparency, Influence and Accountability Standard requirement to deliver fair, reasonable, accessible and transparent policies
- 6.3 The Council has included thorough research into best practice in social housing, and engagement in an interactive process of policy development with key stakeholders across the Council.
- 6.4 Council officer service leads from Estates and Neighbourhoods, Income Management, Tenancy Management, Home Ownership, Support and Wellbeing, Audit and Risk Management and Information Management were all involved in the development of this policy.
- 6.5 Council tenants and leaseholders were engaged in the design of the policy's content as part of the new resident engagement structure, which is overseen by the Resident Voice Board (RVB). The RVB is the resident forum that assists the Housing Service by providing strategic influence on customer-facing housing strategy and policy as well as giving a resident perspective on the quality of housing services with the aim of improving customer satisfaction and organisation performance (housing services).
- 6.6 The Council's Tenancy Management Continuous Improvement Group (CIG) were also engaged in the development of this policy. They are one of a series of subgroups to the RVB established to ensure that residents are able to work directly with Heads of Services to help improve what we deliver and co create with them any improvements or changes to those services.
- 6.7 The RVB and CIG inputted to the development the policy from an early stage with broad outlines and approach agreed in June and July 2024 by residents. Proposals for the policy were well-received and generated a range of feedback and recommendations that have been incorporated into the policy. This included confirming the following points:
- The Council's policy criteria for deciding whether to grant a new tenancy
 - The policy approach when council housing was abandoned
 - The policy approach to supporting care leavers.

- How tenancy management would pick up if a person was vulnerable
- 6.8 In November 2024, the Tenancy Management CIG reviewed and approved the newly developed policy incorporating their recommendations. A consultation on the policy was held between 25 June 2025 and 6 August 2025 on the [Council's online consultation platform, Commonplace](#). Details of this consultation can be found in Appendix 3.

Key provisions of the draft Tenancy Management Policy

- 6.9 The aim of the draft policy is to detail the Council's approach to meeting the requirements of the Regulator of Social Housing's Tenancy standard and to outline how the Council will deliver the objectives and aims set out within its updated draft Tenancy Strategy.
- 6.10 A section on the types of tenancies offered covers introductory and secure tenancies and the right to appeal decisions made on the type of tenancy offered.
- 6.11 The range of ways that a tenancy can be ended section covers eviction, surrender, terminating introductory tenancies, ending a joint tenancy, death, abandonment and disposal of tenant belongings.
- 6.12 Supporting tenants to sustain their tenancies is at the core of the policy with its own section. This covers the approach to vulnerable tenants and tackling tenancy fraud. This section also confirms that home visits and tenancy audits will be carried out. It also outlines that welfare checks will be conducted as part of the visits, with these designed to assess all likely safeguarding risks including any abuse, neglect or specialist support needed.
- 6.13 Anti-social behaviour (ASB) is also briefly covered in this section. This outlines that ASB can seriously impact the quality of life for everyone and that tackling it is a key priority through prevention, enforcement, and support. A separate new Council ASB policy is also currently being developed which will provide further details on the Council's approach. A consultation on the ASB policy was held until 2nd October 2025, following the end of the consultation, this is due to go to the Council's Cabinet for approval in the coming months.
- 6.14 Succession, assignment and mutual exchange each have their own sections, these explain how the council follows legislation on allowing council homes to be passed to someone else if certain conditions are met.
- **Succession** can happen when a secure tenant dies when another family member may be entitled to inherit their tenancy.
 - **Assignment** is the legal transfer of a tenancy from one person to another during the lifetime of the tenant.
 - **Mutual exchanges** happen when two or more secure tenants in our council housing or housing associations can agree to swap their tenancies and properties.
- 6.15 A final section on exceptional circumstances confirms discretionary

policies where the Council will consider awarding a new lifetime secure tenancy of the property, dependent on their assessed housing needs. This applies in the following sets of circumstances:

- A management transfer is where an urgent managed move is agreed on the basis that a Council tenant is not safe to remain in their current home due to reasons of domestic abuse, violence, harassment, intimidation, crime, threats of violence or other urgent management reason.
- A grant of tenancy may be granted in exceptional circumstances to an individual should a succession or assignment not be an option. Exceptional is defined as unusual circumstances that affect a person's ability to access suitable housing and sustain their independence.

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.
- 7.2 The recommendations in this report will also support the 2024-2029 Housing Strategy's second strategic objective, improving housing quality and resident services in the social housing sector, in particular commitments around transforming services to our tenants and leaseholders, and designing those services with them.

8 Carbon and Climate Change

- 8.1 The recommendation to adopt this proposed new policy supports the Council's commitments in its 2021 Climate Action Plan to the delivery of homes that are healthy, comfortable, and affordable places to heat and power.

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

Finance

- 9.1 There is no additional financial implication as a result of adopting this policy. It is anticipated that any cost incurred as a result of implementing any aspect of it will be contained within the existing service budget.

Director of Legal & Governance

- 9.2 The Director of Legal and Governance has been consulted in the drafting of this report and comments as follows.
- 9.3 There is no specific statutory requirement to have a tenancy management policy; as a registered provider, however, the Council is required to meet the Standards laid down by the Regulator of Social Housing. These are set out in the body of the report.
- 9.4 Other legal comments are incorporated in the body of the report.
- 9.5 Cabinet should conscientiously take into account the responses to the consultation in making its decision.
- 9.6 There is no legal reason why Cabinet should not adopt the recommendation made in this report.

Procurement

- 9.7 Strategic Procurement has been consulted in the preparation of this report, the contents of which are noted.

Equality

- 9.8 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.
- 9.9 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.
- 9.10 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.11 The policy considered here will apply to Council tenants. Haringey Council's tenant population shows the following characteristics compared to the wider borough population:
- a significantly higher proportion of young people (under 24) and older people (over 50).
 - a significantly higher proportion of individuals who have a disability under the Equalities Act.
 - a slightly higher proportion of individuals who report their gender identity as different from sex registered at birth.

- a significantly lower proportion of individuals who are married or in a registered civil partnership.
- a significantly higher proportion of individuals who identify as Muslim, and slightly higher proportion of individual who identify as Christian, Buddhist or another religion. This is countered by a significantly lower proportion of tenants who don't associate with any religion or identify as Jewish, Hindu or Sikh.
- a significantly higher proportion of female individuals.
- a significantly lower proportion of individuals who report their sexual identity as something other than Straight or Heterosexual.

9.12 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.

9.13 The Tenancy Management Policy:

- Confirms that the Council will offer secure lifetime tenancies to new council tenants (following a 12-month introductory period)
- Defines a vulnerable person as anyone who currently experiences difficulties with everyday living; and, in order not to be disadvantaged by those difficulties, needs either additional support or service adaptation to access the Council's landlord services, or additional support to sustain their tenancy.
- Outlines that home visits and welfare checks for Council tenants are carried out to assess all safeguarding risks
- Commits to updating tenant profile information and to discussing with tenants whether they have any vulnerabilities and seeking to identify suitable support needs if necessary.
- Notes that the home visits will be used to identify any translation and interpretation requirements.

9.14 The policy will have a positive impact on the protected characteristics of age, disability and race. It will have a neutral impact on those with other protected characteristics.

10. Use of Appendices

Appendix 1 — Tenancy Management Policy

Appendix 2 — Equality Impact Assessment of the Tenancy Management Policy

Appendix 3 — Consultation responses

11 Background papers

- **Haringey Housing Strategy 2024 – 2029:**
[https://new.haringey.gov.uk/sites/default/files/202405/haringey_housing_strategy_2024 - 2029.pdf](https://new.haringey.gov.uk/sites/default/files/202405/haringey_housing_strategy_2024_-_2029.pdf)
- **Housing Services Improvement Plan:**
<https://www.minutes.haringey.gov.uk/documents/s138660/Appendix%201.pdf>