

MINUTES OF THE MEETING Cabinet HELD ON Tuesday, 11th November, 2025, 6.30 - 9.00 pm

PRESENT:

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

ALSO ATTENDING:

Councillors: Cawley-Harrison

311. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

312. APOLOGIES

There were none.

313. URGENT BUSINESS

There was none.

314. DECLARATIONS OF INTEREST

There were none.

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

There was none.

316. MINUTES

The minutes of the meeting, 21 October 2025 were discussed.

RESOLVED:

That the minutes of the meeting on 21 October 2025 were agreed as a true and accurate record.

317. DEPUTATIONS/PETITIONS/QUESTIONS

There were none.

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

The Chair of Housing, Planning and Development Scrutiny Panel introduced the report of the Scrutiny Panel.

It was explained that the Housing, Planning and Development Scrutiny Panel had identified the significant issues with temporary accommodation and housing generally in London. It was explained that the review would analyse key pressures, which included many areas that were outside of the Council's remit, and would be resolved by national government, but did note that there were areas where the Council could improve its duty of care, and outreach to harder to reach communities.

The Cabinet Member for Housing and Planning, and Deputy Leader of the Council responded to the recommendations within the report.

The Cabinet Member noted the work of the Housing, Planning and Development Scrutiny Panel, and gave special thanks to the Council officers and external witnesses who gave up their time and energy to participate in the evidence-gathering sessions.

It was noted that, with around 50% of homelessness temporary accommodation placements having been made in areas outside of the Borough, the Council needed to have a fair, consistent and transparent way of making decisions about who would be prioritised for local accommodation that was available. This was achieved through the Council's TA Placement Policy and Private Rented Sector Policy; however, both policies were more than seven years old and overdue for review.

The average time households had been occupying temporary accommodation as of August 2025 was approximately 6.5 years, and this figure was longer for those requiring larger-sized family accommodation. Given the acknowledged impact on families occupying TA, ensuring adequate support for families living in and moving out of TA, particularly where this involved accommodation further from the Borough, was a priority for the Council.

It was explained that many of the Housing, Planning and Development Scrutiny Panel's recommendations could help shape the proposed new TA Placement and Private Rented Sector Policies, with particular focus on how the impact on families could be minimised. It was noted that all recommendations proposed had either been agreed or partially agreed.

RESOLVED:

That Cabinet:

1. Noted the recommendations of the Housing, Planning and Development Scrutiny Panel Review as agreed by the Overview and Scrutiny Committee attached at Appendix 1.
2. Agreed with the responses to these recommendations as set out in the table attached at Appendix 2

Reasons for decision

Under the agreed protocols, the Overview and Scrutiny Committee (OSC) has responsibility for all overview and scrutiny functions on behalf of the Council, where the OSC can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may:

- (a) Review or scrutinise decisions made or actions taken in connection with the discharge of any of the Cabinet's or Council's functions.
- (b) Make reports and recommendations to the full Council, the Cabinet or relevant non-Executive Committee in connection with the discharge of any functions.
- (c) Make reports or recommendations on matters affecting the area or its inhabitants.

The Housing, Planning and Development Scrutiny Panel met on 26th September 2024, where it discussed relevant policies that were due for revision. In addition, a number of comments were received related to the length of time that families had to wait for a housing placement. Therefore on this basis, it was agreed that a review would be carried out by the Housing, Planning and Development Scrutiny Panel.

On 18th September 2025, the OSC agreed the review of the Housing, Planning and Development Scrutiny Panel on the Temporary Accommodation Placements Policy and Private Rented Sector Discharge Policy. The OSC agreed to send the recommendations to Cabinet for response. (Appendix 2).

Alternative options considered.

None.

319. DRAFT 2026-27 BUDGET AND 2026-2031 MEDIUM TERM FINANCIAL STRATEGY REPORT

The Cabinet Member for Finance and Resources, and Deputy Leader of the Council introduced the report.

It was explained that the setting of the Haringey Council budget had become more challenging every year, due to historic government underfunding, Haringey operated with around £143m less in real terms in core government funding than it did in 2010/11. At the same time, it was explained that the Council had seen rising demand for services, which cost more to provide. Despite year-on-year efficiency savings, spending reductions and increases in income, Haringey again utilised Exceptional Financial Support from government to balance its budget in 2025/26.

It was noted that Local Authorities across the country were struggling financially, but that Haringey faced some unique financial challenges, noting that the government grant was 15 per cent less than the national average, income from council tax was lower than average in Haringey, and we had been funded at lower levels than many neighbouring boroughs.

It was explained that the Council's draft budget for 2026/27 did not contain new savings proposals capable of closing the budget gap. This reflected the difficulty of continuing to identify yet more savings and income generation opportunities year after year. More than 80% of service budgets were already spent on social care and temporary accommodation. Whilst these areas were not exempt from the need to achieve the best possible value for money, it limited the Council's ability to reduce costs when so much was spent on meeting our legal obligations in these areas. However, it included £7m of new proposals, including spending reductions and income generation measures, in addition to more than £15m of measures that had been previously agreed to be delivered next year. The Council had focused relentlessly on achieving these savings alongside the delivery of the £30m of savings that were in that year's budget.

It was explained that this was vital in order to reduce the amount of Exceptional Financial Support (EFS) we used. EFS was money the council was allowed to borrow to fill its funding gap, and that it was not a grant and needed to be repaid, with interest, in future years. It was noted by the Cabinet Member that, despite all the challenges, this was a budget which reflected the Council's values as we continued to deliver services to the most vulnerable at the same time as maintaining vital investment in the things that mattered to every resident, including our fabulous parks, leisure centres and libraries

In response to comments and questions from Councillors Hakata and Cawley-Harrison, the following information was shared:

- It was explained that the Exceptional Financial Support was a capitalisation directive, which allowed the utilisation of borrowing and disposal of assets to resolve budgetary deficits. It was noted that the Council had developed and were utilising an internal Spending Control Panel, which ensured that all spend in the Council had appropriate oversight and ensured that the Council was not undertaking unnecessary spend.
- It was noted that there had been a reduction in agency worker spend within the Council, which had reduced some of the financial pressures from additional staffing costs.

- It was explained that a significant amount of spend across the Council was undertaken on statutory services, which ensured that the Council was unable to make significant changes to spend in many cases due to the limited amount of discretionary spend.
- It was stressed that Cabinet was reviewing and was responsible for savings made across the Council. It was explained that officers were focussing of making savings wherever possible. It was explained that the Council was undertaking changes to ensure that savings targets could be reached and that the Council had a tighter grip on finances across the organisation.
- It was explained by the Cabinet Member that political decisions had been made in order to ensure that some services were prioritised, highlighting work to protect vulnerable residents, library and resident services, as well as environmental improvements. It was additionally explained that Cabinet had been presented with other budget proposals by officers for Cabinet to consider as part of this process.
- It was explained that the funding formulae which had been provided by Central Government to the Council in the past and currently were not fair for the level of need that the Council had faced, and that the Council was in the position it was due to historic decisions and reduction in funding.

RESOLVED:

That Cabinet:

1. Noted the Council's current financial position as set out in this report which builds on the work undertaken since the previous report to Cabinet in July 2025.
2. Noted the proposed new savings, pressures and capital programme changes for 2026/27 – 2030/31 (Appendices 1 to 6).
3. Noted the current estimated budget gap for 2026/27 and the remaining period of the Medium-Term Financial Strategy (MTFS) and the key changes since the last update in July 2025 (Section 13.5).
4. Noted the new risks and uncertainties in Section 15.
5. Noted that the General Fund Revenue Budget, Capital Strategy, Capital Programme, HRA 2026/27 Budget and Business Plan and Treasury Management Strategy Statement will be presented to Cabinet on 11 February 2026 to be recommended for approval to the Full Council meeting taking place on 3 March 2026.
6. Approved the launch of consultation on the revenue budget proposals and proposed changes to the capital programme as set out in this report.

Reasons for decision

The Council has a statutory obligation to set a balanced budget for 2026/27 and 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). It also highlights key updates in terms of funding, expenditure, risks and issues since the last report in July 2025. The final budget for 2026/27, Council Tax levels, Capital Programme, Treasury Management Strategy, Housing Revenue Account (HRA) budget and Business Plan will be presented to Cabinet on 11 February 2026 for recommending to Full Council on 2 March 2026.

Alternative options considered

The Cabinet must consider how to deliver a balanced 2026/27 budget and sustainable MTFS over the five-year period 2026/31, to be reviewed and adopted at the meeting of Full Council on 2 March 2026.

This report is a key tool in achieving this because it sets out the approach, scope and timetable to delivering the 2026/27 Budget.

320. APPROVAL TO TENDER A JCT DESIGN AND BUILD CONTRACT FOR THE KINGS ROAD CAR PARK SITE, N17

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

It was explained that the proposals sought to progress the development of the Kings Road Car Park site (land to the rear of St James Place, N17 8NP) as part of the Council's overall Housing Delivery Programme. It was explained that the Council had committed to delivering 3,000 new council homes by 2031 in response to the significant and growing demand for genuinely affordable housing in the borough. This commitment formed a central part of our strategy to address the housing crisis and improve outcomes for residents in housing need. It was noted that the Kings Road Car Park scheme contributed to this target by delivering nine new council homes for affordable rent. The scheme was designed to make efficient use of underutilised council-owned land while enhancing the surrounding environment and supporting inclusive neighbourhood development.

It was highlighted that the proposed project reflected the Council's wider approach to placemaking, delivering high-quality, sustainable homes that met local needs and contributed positively to the character and functionality of the area.

In response to comments and questions from Councillors Gordon and Cawley-Harrison, the following information was shared:

- It was explained that the site would experience significant investment and improvement as part of the proposed development.
- It was noted that contract management would be undertaken by a project management team, an employer's agent at the project level and project review

meetings to monitor performance.

- It was expected that initiation of the site would be by the latest September 2026, in order to ensure that the Council could meet funding deadlines, subject to planning approval.

RESOLVED:

That Cabinet:

1. Approved the initiation of a tender process for the selection of a contractor to deliver the new-build development of nine Council homes at Kings Road Car Park (land to the rear of St James Place), N17 8NP. This approval included the anticipated total scheme cost as detailed in the exempt section of this report.

Reasons for decisions

The Council's Contract Standing Order item 2.01.b) requires Cabinet approval to commence a procurement exercise for proposed contracts valued £500,000 or above.

The site known as Kings Road Car Park (to the rear of St James Place), N17 8NP, was approved by Cabinet in October 2021 for inclusion in the Council's Housing Delivery Programme. A planning application for the proposed redevelopment will be submitted by October 2025; the application is scheduled for determination at December's 2025 Planning Committee.

Financial appraisals, supported by the Council's independent cost consultant, confirm that the scheme is viable and represents value for money.

The proposed development will deliver nine much-needed affordable homes on Council-owned land. The inclusion of larger four-bedroom homes responds directly to a significant gap in the Council's existing housing stock, particularly for larger households currently placed in temporary or high-cost accommodation due to the lack of suitable provision. This scheme not only meets urgent housing needs but also supports long-term financial sustainability by reducing reliance on more expensive housing solutions. Additionally, the development contributes to the Council's strategic target of delivering 3,000 new Council homes by 2031.

The proposed development makes efficient use of an underutilised Council-owned site, providing high-quality, affordable housing. This aligns with the Council's strategic objective to maximise the use of its land assets to meet pressing housing needs.

The proposed development has been designed to address existing issues of anti-social behaviour through improved site layout, natural surveillance, and secure access arrangements. Upgraded refuse storage facilities will support the Council's efforts to reduce fly-tipping in the area, contributing to a cleaner and safer environment. Collectively, these improvements will enhance the overall quality of the public realm and promote a more positive living environment for existing and future residents.

Alternative options considered

One option considered was not proceeding with a competitive tender or developing the site for housing. However, this approach was discounted as it does not align with the Council's strategic objective to deliver a new generation of Council homes.

321. APPROVAL TO TENDER FOR A WORKS CONTRACTOR TO BUILD 17 HOMES AT TIVERTON ESTATE

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

It was explained that the driving mission of the Council was to build a fairer and greener borough. It was explained that to address the situation, the Council was, with financial support from both the Mayor of London and the government, building at least 3,000 new council homes at Council rents.

It was stressed that, while the number of builds were important, the Council focussed on quality as well, building homes that would last, with insulation standards, interior and exterior design standards and a strong mix of family and individual homes. It was also explained that the Council made sure homes were as well-insulated and energy-efficient as possible.

It was explained that the proposals for Tiverton Estate showcased the Council's approach to placemaking which lay at the heart of Haringey's council house programme, noting that the Council aimed to deliver 17 new homes for affordable rent, including wheelchair-accessible and family homes for residents, while also providing public realm improvements. The scheme was designed using Passivhaus insulation principles, powered by heat pumps and solar panels, and designed to minimise noise from the main road.

The site was an area of open space, which fell within the Tiverton Estate – owned by Haringey Council.

In response to comments and questions from Councillors Hakata, Cawley-Harrison, the following information was shared:

- It was explained that resident feedback on the development of the proposals for the site was sought at many different stages. It was additionally noted that work with residents to seek support for the scheme was undertaken.
- It was explained that the proposals for the site sought to ensure that green space was maintained and that the site had a net gain of biodiversity.
- It was noted that learning from prior sites had identified ways of improving heat and cold retention within properties. It was additionally explained that advice would be provided to residents to ensure that they were maximising their energy saving measures.

- It was noted that the Council undertook post-occupancy surveys and Gateway reports to monitor resident satisfaction, which informed Cabinet of the quality of any development. These also informed officers of learning opportunities for future developments.

RESOLVED:

That Cabinet:

1. Approved the commencement of procurement exercise in accordance with Contract Standing Order (CSO) 2.01 b), for the selection of a contractor to deliver a new build development of 17 Council Homes at the site shown on the plan at Appendix 1 within Tiverton Estate, for an anticipated total contract and client contingency set out in the exempt Appendix 2 of this report.
2. Approved the procurement of the contract via London Construction Programme (LCP) – Housing Framework.

Reasons for decisions

The site known as open space in front of 24-96 Tiverton Road with the Tiverton Estate, was approved by Cabinet on 21st January 2020 to be included in the Council's Housing Delivery programme. A design and access plan, aimed to supporting a planning application for the redevelopment of the site is being prepared by appointed Architects. The scheme is scheduled to be considered for approval at Planning Committee in Autumn 2025.

Financial appraisals supported by the independent cost consultant demonstrate that the scheme is viable and value for money can be achieved via the procurement route detailed in Section 6.3 of this report.

The site proposal will provide 17 much-needed affordable homes on Council-owned land, including two M4(3) wheelchair homes and family homes, with associated refuse stores, cycle stores, service space, amenity space and landscaping. These 17 homes will contribute to our aspiration to build 3000 Council homes by 2031.

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.

Alternative options considered

We could choose not to proceed to a competitive tender and develop this site for housing purposes. However, this option was rejected as it does not support the Council's commitment to deliver a new generation of Council homes, with associated public realm improvements.

322. ADMISSION TO SCHOOLS – PROPOSED ADMISSION ARRANGEMENTS FOR 2027/28

The Cabinet Member for Children, Schools and Families introduced the report.

It was explained that all schools were required to have clearly defined admission arrangements that set out how children would be admitted, including the criteria applied when applications exceeded available places. Admission arrangements were proposed and determined by the relevant admission authority. For community and voluntary controlled (VC) schools in the borough, the local authority acted as the admission authority.

It was explained that each local authority also was required to publish a co-ordinated admissions scheme, outlining the procedures that all schools and academies had to follow for Reception and secondary transfer admissions. This ensured that every resident was offered a school place in a fair and transparent manner. As the local authority, Haringey had a statutory duty to ensure that all pupils had access to a high-quality school place. Like many London boroughs, Haringey experienced a sustained decline in demand for school places, particularly at the primary level. This trend began to affect secondary admissions, with implications for school budgets and long-term sustainability.

School funding was directly linked to pupil numbers. The funding that a school received from central government was based on the number of children registered. Therefore, when a school's number of children was lower than expected, it received less funding, and this could mean that the school found it difficult to retain and/or recruit enough teachers and support staff to maintain high standards of teaching and learning. The Council had a duty to ensure that school places were organised in a way that enabled all schools to remain financially sustainable while continuing to deliver high standards. The proposed PAN reductions at secondary level, as outlined in this report, were informed by several secondary schools transitioning from a class size model of 27 pupils to 30, following consultation earlier that year with staff unions. This change aligned with national funding assumptions and Department for Education (DfE) guidance, which recognised 30 pupils per class as the standard model in secondary education. The adjustment allowed schools to better align their staffing and financial structures with current and projected pupil numbers, supporting operational sustainability while safeguarding educational quality.

It was explained that the Council continued to work in close partnership with school leaders and governing bodies to support these transitions. This included providing strategic guidance, facilitating collaboration, and helping schools respond effectively to demographic changes. The aim was to ensure that all schools remained resilient and well-positioned to meet the needs of their communities.

It was explained that the proposal sought approval to initiate a six-week statutory consultation.

In response to comments and questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained that the Greater London Authority was undertaking the long term modelling of school intake across London, and that there was no indication that school numbers would be increasing. It was additionally noted that there was a local school place planning report which monitored predicted

intake for Haringey, which noted a similar trend.

- It was stressed that the Council would redeploy any staff effected by reducing roll numbers wherever possible but stressed that there had been a requirement to undertake restructures across the service which were linked to falling role numbers. However, it was noted that staffing structures for schools were the responsibility of schools governing bodies.
- It was explained that the Council was working with schools through safety valve to reconfigure schools, which allowed schools to provide specialist provision.

RESOLVED:

That Cabinet:

1. Agreed to consult on the proposed admission arrangements, including the co-ordinated schemes for admission of children to schools for the academic year 2027/28.
2. Agreed to consult on the proposed fair access protocol which, if agreed at Cabinet in February 2026, would be come into force from 1 March 2026.
3. Agreed to consult with stakeholders on the proposal to reduce the PANs at selected primary and secondary schools across the borough. The list of schools where a reduction is being proposed is provided in paragraph 6.13 below.
4. Noted that following the consultation, a report will be prepared summarising the representations received and a decision on the final admission arrangements for 2027/28 will be taken by Cabinet in February 2026.

Reasons for decision

In common with many London authorities, Haringey has been experiencing a decrease in demand for reception school places for several years. The reasons for Haringey's declining numbers are multifaceted, but include a combination of falling birth rates, changes to welfare benefits, the housing crisis, increases in the cost of living, the withdrawal of the right of entry and freedom of movement from EU nationals (Brexit) and as a result of families leaving London during the Covid-19 pandemic. Many of these factors remain outside the Council's control and are at no fault of the schools or their current leadership.

A report on Managing School Places and Admissions in London published by London Councils in February 2025 provides some wider context and independent analysis of the issue.

While recent focus has largely been on reducing primary school capacity, forecast demand for secondary school places is also now declining. Year 7 intake is projected to fall below the notional capacity of 2,628 places by the end of the decade. In response, some reductions in secondary capacity have already been implemented to

support the sustainability of the school estate and ensure provision aligns with projected demand.

From 2026, Year 7 capacity will reduce to 2,544 places, helping to manage surplus provision. This revised figure reflects permanent reductions at Heartlands High School (from 240 to 210 in 2025), and planned reductions at Hornsey School for Girls and Park View in 2026, to 135 and 189 places respectively. Further reductions may be necessary to maintain a balanced and efficient secondary school estate.

As previously mentioned, several secondary schools referenced in this report are adjusting their Published Admission Numbers (PAN) to reflect changes in class size models. Some are reducing PANs to move from 27 to 30 pupils per class. These schools have agreed with staff unions to increase class sizes from 27 to 30 pupils, in line with Department for Education (DfE) guidance, which recognises 30 as the standard class size in secondary education. This adjustment supports schools in achieving greater operational and financial efficiency through more flexible staffing and improved resource deployment. This approach also supports schools in aligning their financial and staffing structures with current and projected pupil numbers, while continuing to maintain high standards of educational provision.

The proposals outlined in this report to reduce Published Admission Numbers (PAN), including adjustments to class size models from 27 to 30 pupils per class, are intended to support schools in planning their staffing and educational provision more efficiently by aligning capacity with actual and projected demand. This approach reflects Department for Education (DfE) guidance, which recognises 30 pupils as the standard class size in secondary education and enables schools to realise operational and financial benefits. The consultation process we are seeking to initiate will gather stakeholder views on these proposals, with a final decision to be presented to Cabinet in February 2026.

Alternative options considered

We are not proposing any changes to the oversubscription criteria for community and voluntary controlled (VC) schools for the 2027/28 academic year. While the School Admissions Code (2021) allows for various mechanisms to influence the allocation of places—such as designated catchment areas, feeder schools, or prioritisation for children eligible for the early years or pupil premium—no alternative option is being considered at this time.

Our aim is to support schools in achieving long-term sustainability and to introduce greater flexibility across the school estate in response to fluctuating population demand. Reducing PANs is one of several strategies available to schools, alongside strengthening partnerships through soft or hard federations and formal agreements such as memorandums of understanding.

Some neighbouring London boroughs have taken more radical steps to address surplus capacity, including school closures and amalgamations. Last year, the Council consulted on the future of three one-form-entry primary schools and subsequently approved their closure from 31 August 2025, with pupils transferring to local schools.

These closures do not affect the consultation or determination of admission arrangements for schools governed by the local authority.

323. LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN PUBLIC REPORT

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

The Cabinet Member stressed that the Council recognised the seriousness of the findings in this case. The Council fully accepted that mistakes were made and had apologised unreservedly for those errors. It was stressed that the Council had subsequently worked to improve both our Adult Social Care provision and our complaint handling practice.

It was explained that the Council provided care for thousands of residents every day in Haringey, often supporting people in very challenging and difficult moments in their lives. Feedback in all its forms was a critical tool for understanding how residents and their carers experienced that support. It was explained that it was vital that the Council learned from complaints and put things right quickly without residents needing to seek the support of the Ombudsman.

It was explained that historic practices had changed fundamentally since the events that gave rise to this case, noting that the Council no longer had a backlog of unread emails and safeguarding concerns were triaged in a timely manner. Relevant staff received training and complaint handling was improved.

The Council was focused on the right things, as set out in this report and also our Adult Social Care Improvement Plan and this it was determined to continue to improve delivery for residents and those who cared for them.

In response to comments and questions from Councillors Williams, Hakata, Cawley-Harrison, the following information was shared:

- It was explained that, when the Council became aware of the backlog, a dedicated team was established to reduce the backlog of unread emails and ensure that this issue was remediated.
- It was explained that there was a whole new management team in place and that there were now better lines of accountability and responsibility to ensure that referrals were triaged better. It was additionally noted that the Council had commissioned an external reviewer and asked for external auditors to monitor and evidence improvements to the service.
- It was explained that there was an acknowledgement of the seriousness of the issue and that the Cabinet recognised that there was a need to improve, and that the Council had apologised for the errors made.
- Assurance was provided that the triage lead to impact. It was explained that triage would take place within 48 hours; and that each case would be different in its response, but it was stressed that the Council would put protective measures in place immediately for complex cases, to ensure that they were

safeguarded. It was noted that high risk cases would be referred to the safeguarding team to ensure safety.

RESOLVED:

That Cabinet:

1. Noted the findings of the Local Government & Social Care Ombudsman's public report (Ref: 24 014 203) Appendix 1.
2. Approved the Council's response and endorse the action plan set out in Appendix 2.
3. Authorised the Director of Adult Social Care to provide evidence to the Ombudsman of the Council's compliance with the recommendations by 19 November 2025.
4. Agreed to that further assurance updates will be provided to the Adults and Health Scrutiny Panel

Reasons for decision

The decision will ensure that the Council meets its statutory duty under Section 31(2) of the Local Government Act 1974 to formally consider the Ombudsman's public report within three months of publication.

The recommendations also provide assurance that the Council is taking appropriate steps to address the issues identified, provide redress to those affected, and strengthen systems to reduce the risk of recurrence.

Alternative options considered

There are no alternative options. The Council is legally required to formally consider the Ombudsman's report and to respond within the required timeframe. It is not mandatory to follow the Ombudsman's recommendations, but it is recommended that the Council does.

324. ADULT SOCIAL CARE IMPROVEMENT PLAN

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

It was explained that Adult Social Care services often interacted with people at some of the most challenging and complex moments of their life. Navigating these complex moments could be extremely stressful for residents and families, and sometimes very complex for those providing the support. It was stressed that it was important that the Council delivered care and support to a good standard and that it welcomed the Care Quality Commission's (CQC) feedback, as it provided the Council with the opportunity to reflect on how the Council could improve the services and support we provided.

It was explained that the Adult Social Care Improvement Plan set out the Council's plan for addressing the feedback we received from CQC over the next three years. It set out a practical set of actions that we would take, working alongside residents, families, carers, and staff, to deliver services in a way that best supported our residents to live independent and fulfilling lives. The journey would be overseen and scrutinised by a new internal cross-party Adults Improvement Board (AIB), which was chaired by the Council's Chief Executive.

In response to comments and questions from Councillors Gordon, Arkell, Cawley-Harrison the following information was shared:

- It was explained that the key objectives for improvement as part of the first year of the improvement plan included improving waiting times for assessments, complaint handling, development of staff and the implementation of the Carers' Strategy.
- It was explained that monitoring of the implementation of Improvement Plan would be undertaken by the Adult's Improvement Board.
- There was a recognition that there was a need for Key Performance Indicators within the service, but stressed that there was also recognition that the Care Quality Commission and the Council had agreed on the key themes for improvement which were reached within the plan.
- It was explained that the the internal Improvement Board would review the metrics for monitoring improvement.
- The Cabinet Member noted the financial challenges. It was stressed that this was a risk to delivery, but also that these financial challenges would push the need to improve efficiency and standards, in order to help with the identified financial challenges. It was stressed that there was additionally a need for national and regional reform to ASC in order to help deliver changes.

RESOLVED:

That Cabinet:

1. Noted the findings in the CQC Assessment report as set out in Appendix 1 and the summary of findings in Appendix 2.
2. Approved the Improvement Plan as set out in Appendix 3.
3. Noted the establishment of the cross-party, Adult Social Care (ASC) improvement Board (AIB) that serves as the central governance mechanism for overseeing delivery of the ASC Improvement Plan.
4. Noted that the Improvement Plan will be subsequently presented to the Adults and Health Scrutiny Panel, with updates to the Panel going forward to evidence continuous improvement.

5. Noted that the Improvement Plan is live document and will be subject to regular changes and updates. Any significant changes will be approved by the AIB.
6. Noted the progress made to date, as outlined in section 10 of this report.

Reasons for decision

The council has a critical role in supporting support adults —particularly those who are older, disabled, or vulnerable — to live as independently, safely, and well as possible. It is essential that the council provides a good service to our residents and to their carers, and in doing so complies with all regulatory and statutory duties. Residents need to be assured that the council is committed to improving its services, that it has a clear plan to do so, is holding itself accountable and is accountable to residents, stakeholders and staff.

Alternative options considered

Alternative options include not implementing an Improvement Plan. However, a clear plan is required to ensure and monitor continuous improvement and compliance with statutory responsibilities is essential

325. PUBLICATION OF ADULT CARERS STRATEGY

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

It was explained that the Haringey Adult Carers Strategy 2025–2028 was a commitment to the thousands of unpaid adult carers who supported family or friends across our borough.

It was explained that the Strategy was the result of collaboration, co-produced with carers themselves, alongside our partners in health, social care and the voluntary sector. It was additionally noted that the Strategy set out clear priorities to improve access to support, enhance wellbeing and reduce inequalities and that it was a recognition of the challenges carers faced and a promise to stand with them, ensuring they were seen, heard and valued.

In response to comments and questions from Councillors Ovat, Carlin, Cawley-Harrison the following information was shared:

- It was explained that the strategy had been co-produced with carers with an initial engagement in 2023, including surveys, workshops, outreach to community groups.
- It was explained that there was a joint-partnership board and reference groups which would provide input on the implementation of the plan. It was noted that the strategy also was required to be presented to the Health and Wellbeing Board, which would allow for Health colleagues to monitor the implementation.
- It was explained that the detail within the Strategy had given assurance that the Council was taking Carers seriously within the borough. It was also noted that

the Council provided funding to some local Carers groups to provide support to them.

- It was noted that there was a significant amount of Council support for Carers and Carer groups that would be funded through the Better Care Fund.

RESOLVED:

That Cabinet:

1. Approved the Haringey Adult Carers Strategy 2025 - 2028 and endorsed the proposed first-phase delivery plan.

Reasons for decision

The Council has a responsibility under Section 2 of the Care Act 2014 to prevent, reduce or delay Carers coming into need of further services, or delaying deterioration wherever possible.

There are also legislative requirements for health and care statutory partners in relation to Carers; further there are relevant interdependencies within the Equality Act protected characteristics, including age, disability, gender and race.

The joined-up approach taken has also framed supporting Carers' resilience, health and wellbeing as a borough responsibility, beyond just health and social care boundaries.

Our CQC report in February 2025 indicated that Carers were often dissatisfied with the level of support they received from the Council. This Strategy is part of our commitment to our improvement journey with Carers who provide unpaid care and support to residents in Haringey. We have listened to not only the CQC feedback but also to feedback across several different methods of engagement and coproduction with Carers across the borough.

326. APPROVAL OF A DRAFT HOMELESSNESS STRATEGY FOR CONSULTATION

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

It was explained that the Council was proposing a homelessness strategy that had effective partnership working at its heart. The strategy aimed to protect Haringey's wider population from the risk of homelessness, to improve our homelessness prevention services, to provide specific interventions for groups at particular risk of homelessness, and to improve accommodation options for those experiencing the emergency of homelessness.

It was stressed that addressing homelessness required structural solutions, including reformed welfare systems and better security of tenure. It was noted that there were some structural challenges that the Council would need to overcome, including the way that Temporary Accommodation was funded, which was a longstanding situation

where it was uniquely ineligible for the kind of housing benefit subsidy provided to other kinds of housing. Aligning subsidy rates with current market conditions and investing in affordable housing was critical to restoring financial stability and improving outcomes for homeless households.

The Cabinet Member noted their thanks to the organisations who worked as part of the Haringey Homelessness Reduction Board to oversee the development of the proposed draft strategy, and the very many people with lived experience of homelessness who helped us understand the issues it needed to address.

In response to comments and questions from Councillor Cawley-Harrison, the following information was shared:

- It was explained that the Council was reviewing provision of modular builds on Meanwhile use sites.
- It was explained that the Council had a stretch target of acquiring 250 properties. However, it was stressed that there would be significant work in conveyancing of these acquisitions.
- It was noted that the top causes of homelessness were domestic breakdowns and domestic violence, instability of the private rented sector. It was noted that officers expected that any instability to the private rented sector from the Renters Rights Bill had been seen already, and it wasn't expected that there would be additional issues.

RESOLVED:

That Cabinet:

1. Approved the Draft Homelessness Strategy attached at Appendix 1 for formal consultation as set out in this report
2. Noted that, following that consultation, officers will bring back to Cabinet a draft new Homelessness Strategy for 2025-2027 for adoption.

Reasons for decision

The Homelessness Act 2002 ("the Act") requires local authorities to carry out a homelessness review and formulate and publish a homelessness strategy informed by that review at least once every five years. The Draft Strategy proposed here for consultation has been developed over the course of more than a year with considerable engagement from a wide range of stakeholders, including people with lived experience of homelessness and organisations working to support them. If the draft is approved by Cabinet, the council will consult as set out in this report before developing an amended, final version of a Homelessness Strategy for adoption in December 2025.

Alternative options considered

Cabinet could decide not to adopt the Draft Strategy proposed here. This is not recommended because to do so would delay the adoption of a strategy that the Council is required by law to have in place. Further, the Council is required to take its Homelessness Strategy into account in the exercise of its functions as a local housing authority, and it requires updating for this purpose.

327. FIRE DOORS CONTRACTS

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

The Cabinet Member explained that the safety of residents was paramount when it came to providing safe, sustainable, stable, and affordable homes and that fire doors had to be fit for purpose and maintained to ensure that they operated correctly and provided protection to the communal areas in the event of a fire.

It was noted that the implementation of the proposed new contract for fire doors to flats, stairwells, corridors and cupboards, along with other passive fire safety works, ensured that residents could remain safely within their home or, if required, have a safe means of escape through communal corridors and stairwells to a place of safety outside. It also meant that Haringey could ensure that high standards for fire doors were consistent across its Council housing, as the new contract allowed for the provision of the same standard of door for all repair and major works contracts, even when carried out by different contractors.

In response to comments and questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained that the cost to individual leaseholders would be dependent on the type of Fire Door which was required, and that leaseholders would be informed of any costs as part of the process.
- It was stressed that the Council needed to maintain a high standard for Fire Doors and that the Council was best equipped to ensure and procure these for sites. It was stressed that the Council's priority was to ensure safety as the primary concern. It was explained that leaseholders could not have responsibility for installation and procurement of Fire Doors due to the responsibility of the Council to ensure the safety of the doors. It was additionally stressed that the Council needed to ensure quality standards, which often were some of the more expensive models, in order to meet regulatory standards.

RESOLVED:

That Cabinet:

1. Approved the award to Bidder B of a contract, and associated expenditure, for the provision and replacement of fire rated flat entrance doors, communal doors and riser/service cupboard doors and passive fire safety & decoration

works, within the Council's residential housing stock as detailed within the programme schedule.

2. Noted that approval shall be provisional subject to the second stage s20 Leasehold consultation process. The award decision will be implemented where no observations are received. Should observations be received, the award will not be implemented and the decision returned to Cabinet.

Reasons for decision

To comply with fire safety legislation, including the Regulatory Reform (Fire Safety) Order 2005, Fire Safety Act 2021 and the Building Safety Act 2022. To meet Building Regulations (Approved Document B) requirements which sets out the minimum standards for fire rated doors in specific areas of residential properties, which ensures compliance with British Standards for fire resistance for door sets.

Fire doors and associated building works are a critical part of passive fire protection in buildings; they help prevent and contain fire and smoke. By upgrading fire doors to comply with the current standards for certified installation of the door sets, and carrying out associated fire safety works, we will reduce the risk of fire spread, particularly in high-rise or multi-occupancy housing. We will implement this replacement programme, targeting doors installed during the original construction of the building or replaced during historic planned work that do not meet the required standards that have been updated since the Grenfell tragedy to improve resident safety.

Fire Risk Assessments and regular fire door inspections identify doors that require replacement with compliant door and allows us to prioritise those of greatest risk within our programme. When replacing the non-compliant fire doors in the Council's residential buildings, we can review the Fire Risk Assessment which sets the overall risk rating of the building, which is then likely to be reduced.

Older fire doors lack test certification and evidence of compliance or traceability of performance standards. However, in lower rise buildings (below 18m in height) will be assessed by the Risk Assessor and may be considered as 'notional' 30-minute fire doors. This can be acceptable in certain situations, and such doors will therefore be a lower priority within the programme or replaced if appropriate, during our major works programme. Such doors may be assessed as acceptable under the following circumstances

- **Good Condition:** They should be solid, heavy, and free from warping or significant gaps.
- **Good Fit:** There should be a close fit in the frame, with gaps not exceeding 4mm (excluding the gap at the bottom).
- **Small Premises:** They are often acceptable in small, non-domestic premises and small residential blocks below 18m and where the risk is considered to be low.
- **Older Buildings:** Where they meet the standards of their era and are suitable as long as the overall building risk is low.

However, in high-rise, (above 18m) and buildings assessed as higher risk, the Council are required to replace and install certified, and tested, fire door sets to demonstrate compliance and to digitally store evidence of certification for the Golden Thread of information as set out in the recommendations of the Hackitt report following the Grenfell Tower fire in 2017.

It is intended to award two contracts, for the delivery of two programmes with a maximum value of up to £12.5m each. It is anticipated that each programme will take 5 years to complete. This award is for the first of those contracts. A second procurement exercise will be undertaken subsequently in 2026, to award the second contract. The reason for two separate contracts is to reduce risk of reliance on one contractor for such a large and specialist technical programme, and to ensure appropriate in-house resources can be allocated over a staggered period to appropriately manage both programmes.

Appropriate management, quality assurance and reviews will be in place, to ensure we can effectively maintain required levels of service and avoid poor performance or contractor failure, and thereby, ensure best value throughout the contract. We will also ensure instruction of work is based on contractor performance throughout the term in accordance with contract conditions and achievement of Key Performance Indicators.

A procurement strategy was chosen to ensure standardised fire rated door sets across our housing stock. This provides consistency of doors installed in the Council's Housing stock which, for which it remains the Responsible and Principal Accountable Person. This approach to provision will improve maintenance efficiency and ensure consistency of information to residents, so that they will have a better understanding of how fire doors operate and are less likely to impede their operation, which will improve their safety. It will also ensure our statutory duties are fulfilled regarding the compliant management of fire doors.

This contract will be subject to determination under a break clause, allowing the Council to withdraw from the contract for reasons including continued and unresolved poor performance, and/or in the event that services can successfully be delivered through in-house expertise and resources.

The programme is fully capital funded and included within the current medium term financial plan. Delivery and associated expenditure will be smoothed across the contract term as much as possible and a more detailed estimated expenditure profile projection is included in the Exempt part of this report and takes into account the need for submission of applications under the Gateway process for the Building Safety Regulator where applicable.

The award of this contract provides a fully inclusive service to survey, measure, manufacture and install, and supply only if required, of new fire door sets and associated works.

The programme covers all fire door types including Flat Entrance Doors and communal doors that include Riser and cupboard Doors, Stairwell and Cross Corridor doors. Whilst approximately half of the 10,000 flat entrance doors identified for replacement, will be covered by this programme, the actual total number of doors that

will be replaced will be determined through final inspection and prioritisation. It will also be dependent upon the number of communal doors requiring replacement in the block and the amount of associated building remedial works required.

Alternative options considered

Do nothing: This is not an option due to the Council's statutory health and safety obligation.

Undertake all the work in-house: This option is not currently viable due to the strict requirement of manufacturing the fire door sets and 3rd party certification for the installation of the doors.

Procure a more traditional installer led supply chain. This was not preferred due to the inconsistencies it presents in terms of control over the door supplier, potentially leading to inconsistencies in standards, reliability, maintenance requirements, and safety.

Procure one single supplier for all door replacements. Due to the size of the programme, it was felt that better value and delivery could be achieved through having two contracts running in parallel. However, due to current market availability, we are unable to make the two awards from a single procurement exercise. A second procurement will therefore be undertaken early in 2026.

328. HOUSING ANNUAL COMPLIANCE ASSURANCE STATEMENT

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

The Cabinet Member stressed that every resident deserved a safe and secure home and that maintaining good quality, safe, warm, and sustainable Council homes was a key priority for Haringey Council. It was explained that the Annual Compliance report for 2024/25 included information on the 'big six' safety compliance areas: gas, electricity, fire safety, asbestos, legionella, and lifts.

It was noted that one of the key priorities of Haringey Council's Housing Improvement Plan, approved by Cabinet in 2023, was to improve compliance and reporting. The Council had implemented a range of proactive safety and risk assessment programmes for all compliance activities and that this was closely monitored through the Council's governance processes. It was noted that, on a monthly basis, the Council's internal Building Safety and Compliance Board were presented with a key performance indicator report on the 'big six' compliance areas.

It was also explained that the Council also sought out, through Mazars auditors, independent review and assessment of the quality of reporting and assurance to ensure that it was accurate and robust. This provided assurance to the public and to elected members that Council Executives and Officers were appropriately managing property-related Health and Safety risks. The Mazars audit reported a high level of accuracy whilst setting out several recommendations which the service progressed.

In response to comments and questions from Councillors Cawley-Harrison, the following information was shared:

- It was noted that there would be some changes within the Renters Rights Bill which could potentially change compliance requirements for private landlords.
- It was stressed that tenants were made aware of the compliance requirements for landlords, and are given information on reporting any concerns. It was noted that the Council was working towards giving residents the ability to access their property's certifications remotely. It was additionally noted that the Council was installing resident engagement boards within high-rise buildings in order to encourage resident engagement with building safety if they were concerned.

RESOLVED:

That Cabinet:

1. Noted the report and the continued improvements being made to provide further assurance in future.

Reasons for decision

The purpose of this report is to provide Cabinet and council tenants and leaseholders with the assurance and confidence that the Housing Service's arrangements for monitoring the 'big six' compliance areas are robust and are subject to ongoing review and improvement.

Alternative options considered

Not applicable.

329. PROCUREMENT OF CLIENT FIT OUT ITEMS FOR THE HARINGEY CIVIC CENTRE

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

It was explained that the Civic Centre was a symbol of civic pride and a space that reflected the values of the borough. It was noted that the proposed procurement approach for Fixtures, Fittings and Equipment (FF&E) and concession for a café, as well as several other smaller procurement items, not only ensured that the Council delivered a functional and flexible environment for staff but also embedded a commitment to community engagement, social value and inclusion.

It was explained that the Council remained committed to delivering best value and saving as much money as possible by prioritising the reuse of existing furniture wherever feasible. Although this involved refurbishing some furniture, it ultimately saved money. At the same time, the Council recognised the Civic Centre's status as a Grade II Listed building and identified key areas where new furniture was necessary to

reflect the Council's forward-looking image. It was stressed that this balanced strategy enabled the Council to contain the overall budget and redirect funds to previously unfunded items, ensuring a high-quality and cost-effective fit-out.

The Cabinet Member highlighted that, by involving local artists through competitions and curating installations in collaboration with the creative community, the Council would create a building that felt owned and celebrated by the people of Haringey. Through initiatives such as the Enliven Project, there were opportunities for staff and community groups to contribute to the internal environment which helped foster a sense of belonging and stewardship. The Civic Centre would open during the year as London Borough of Culture and offered a brand-new civic space for cultural activity and events during that year.

It was additionally noted that the proposals also reflected the ambition to support the local economy and promote social value. The proposed framework for café operators prioritised local suppliers, ensuring that the Civic Centre became a hub for community interaction and enterprise. This framework enabled the Council to select catering operators for the Civic Centre and any other opportunities that might arise. The mixed procurement approach allowed the Council to be agile and inclusive, enabling smaller businesses and community-led initiatives to participate meaningfully. This was a chance to deliver a Civic Centre that was culturally rich, inclusive, functional and representative of Haringey's values.

In response to comments and questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained that the project was currently on budget and on schedule. It was additionally explained that any increase in cost in some areas had been offset by savings in others to ensure that there would be no increase.
- It was explained that the building would be managed by the Corporate Property team, which would additionally manage procurement of FFE items not within the scope of the Client fit out and maintenance of all items following occupation of the building .

RESOLVED:

That Cabinet:

1. Approved the commencement of procurement exercises for the following contract and Framework in accordance with CSO 2.01(b) and CSO 7.01 (commencement of procurement of contracts valued at £500k or above and the setting up of a Framework):
 - a. Contract for the acquisition of Fixtures, Fittings and Equipment (FF&E) for the Civic Centre at a value not exceeding the amount stated in the exempt portion of the report.
 - b. Framework to procure Catering Operators from which the Council can select a café operator concession for the Civic Centre and other council owned assets when opportunities arise for a period of 4 years.

2. Noted that several other FF&E items will fall below the statutory procurement thresholds and will be procured ensuring best value.
3. Note the overall cost for all client fit out items will be within the agreed budget as contained in the 12 November 2024 Cabinet Report titled: Civic Centre Development Project, Construction Main Contract Award.

Reasons for decision

To achieve the completion of client fit out of the Civic Centre and enable effective occupation of the building in 2027. The Council would need to procure the following:

- a) Acquiring Fixtures, Fittings and Equipment (FF&E)
- b) Additional FF&E items below procurement threshold
- c) A catering concession for the cafe in the Welcome space

Following Practical Completion of the building, the Council will be responsible for installing the necessary FF&E within a 12-week period to ensure the Civic Centre is ready for occupation.

The scope of FF&E is extensive and will include, but is not limited to:

- Workstations
- Chairs
- Desks
- Furniture for meeting rooms
- Committee rooms
- Council Chamber
- Storage
- Lockers
- Specialist areas such as the reception, nursing room
- IT containment, for example, non-electrical 'peripheral' items like cable tidies, trays, and monitor arms.

Mindful of the Council's financial challenges and the need to secure best value for the taxpayer, the Civic Centre project has sought to re-use furniture and other items wherever possible and suitable, rather than seeking to purchase all new items. This approach aligns with the Cabinet Member Signing decision dated 3 August 2022, titled 'Award of Contract for Alexandra House and 48 Station Road Furniture Purchasing'.

The programme is also seeking to accommodate several key items from design developed during RIBA stage 3+ as these are considered desirable but have no budget allocation, as detailed in section 4.1b. Despite these constraints, the objective remains to deliver a fully functional fit out within the available budget and supporting the Council's ambition to provide flexible working and meeting spaces for all staff. This will help foster cross-service collaboration and maximise the utility of the Civic Centre as a shared workspace.

While officers have worked diligently to maximise re-use opportunities, it is recognised that the Civic Centre is a flagship Grade II Listed building and a source of civic pride. As such, certain areas will require new furniture to reflect the building's significance and support its continued civic and public use for generations to come. These areas include the Council Chamber, Committee Rooms, Welcome space, Reception and spaces where existing furniture is unavailable or unsuitable. These and other areas are identified for hiring for events to generate income, and the choice and quality of furniture will be an important consideration in this respect.

An additional consideration is the nature of the listed building, which has a smaller floorplate than the purpose-built Annexe. This physical constraint means that some existing desks and other furniture cannot be accommodated within the Civic Centre, making reuse of desks impractical.

The Grade II Listed Council Chamber will require a combination of standard and bespoke furniture, which may necessitate engagement with a specialist manufacturer. As a result, the procurement of FF&E may be split into three separate Lots to accommodate the special requirements. Should the budget assessment for the Council Chamber fall within procurement thresholds, officers may proceed via a Delegated Authority Approval (DAA).

To ensure value for money and operational efficiency, a single set of high-specification chairs will be procured to serve both the Council Chamber and Committee Rooms. These chairs will be relocated between spaces as required, supporting better furniture utilisation, streamlined storage, and simplified maintenance.

In addition, officers will explore opportunities to acquire surplus furniture from other organisations at minimal cost. This would enable further budget flexibility and allow resources to be redirected to unfunded areas of the client fit out.

Officers will adopt a range of procurement approaches for the remaining items, broadly categorised as follows:

- Utilisation of existing contracts and frameworks where appropriate
- Procurement via Delegated Authority Approval (DAA)
- Engagement of community and staff groups to support delivery and ownership.

Utilisation of existing contracts and frameworks where appropriate

Where an existing contract or framework is available and appropriate, we will seek to utilise it. If this is not feasible or successful, procurement will proceed under a Delegated Authority Approval process.

DAA – *Internal plants*

The office areas in the Civic Centre are intended to have significant amount of internal planting to promote biophilia that seeks to connect people with nature within the building enhancing staff wellbeing and support neurodiversity. Procurement of the internal planting as a feature will be managed through Delegated Authority.

Consideration will be given to engaging staff volunteer groups to take ownership of its maintenance, promoting a sense of stewardship and encouraging participation in the building's upkeep. This approach supports health and wellbeing and contributes to

managing ongoing revenue implications/costs associated with the provision of planting.

Engagement of community and staff groups

The Council is committed to involving the community in bringing the Civic Centre to life, (through the ENLIVEN project). Haringey benefits from a vibrant and diverse creative community, and we aim to harness and exploit this local talent by offering opportunities to showcase skills and promote artistic work.

There is potential within the building to curate art installations, and we propose to encourage participation from local artists. For the initial installations at the time of opening, a brief will be issued inviting proposals through a community competition for designated areas of the building. This initiative is proposed to continue on a rolling basis, perhaps every two years, potentially evolving into a regular programme.

Longer-term curations will be explored, with consideration given to aligning with wider cultural initiatives such as the London Borough of Culture, to ensure sustainability and continued community engagement.

As part of the Civic Centre initiative, the Council is taking opportunities to implement changes to a range of provisions, where feasible opportunities arise. One such opportunity is catering operators.

The Civic Centre includes a small Café concession within the Welcome space on the Ground Floor which will be accessible to staff and the public. Procuring this concession provides the opportunity to set up a new framework from which the Civic Centre and other facilities can procure catering operators.

From initial research, there are circa 16 concessions/caterers currently in operation in council owned assets across the borough, with the potential to expand this to around 35. The feasibility for each potential opportunity will be dealt with case by case. The benefit of establishing the framework will allow a more streamlined and faster procurement when opportunities are identified and underpinned by a robust business case and proposal from a framework approved operator.

An early procurement process is recommended to appoint an operator for the Civic Centre, allowing them to actively contribute to the selection of appropriate kitchen equipment to suit their operations for the Welcome Café. The procurement strategy for the Civic Centre will prioritise opportunities for local suppliers, supporting the local economy and fostering community engagement and the potential for social value.

Alternative options considered

To support the delivery of the Civic Centre client fit out, three options have been considered. They are presented below. Option 3 is the preferred option.

Option 1: Do Nothing

This option is not viable. Without procurement and installation of the client fit-out items the Council will be unable to occupy the building. The Council has a statutory responsibility to undertake all procurement within legal requirements and council's standing orders.

Option 2: Full Tender Process for All Items

While compliant, this approach presents significant risks:

- Time and cost intensive, potentially delaying project delivery.
- Excludes smaller or local suppliers, undermining social value objectives and local economic benefits.
- Market disinterest in smaller or specialist items.
- Resource intensive, requiring multiple tender processes.
- High risk of not meeting the occupation timeline.

Option 3: Mixed Tendering Approach (Tenders and Request for Quotation RFQs) (Preferred Option)

This approach is proportionate and flexible, offering the following benefits:

- Enables participation from smaller, suitable suppliers, including local businesses.
- Encourages staff and community involvement, enhancing ownership and engagement.
- Makes best use of Council resources, reducing unnecessary expenditure.
- Allows for phased procurement and adaptability to changes in programme or priorities.
- Maximises social value and supports fairer competition.
- Potential to waive internal restrictions (e.g. two-year balance sheet requirement) where appropriate.
- Supports legacy initiatives such as planting and community arts.
- Allows for iterative procurement beyond occupation, prioritised to suit operational needs.

330. WARDS CORNER ASSET MANAGEMENT PLAN

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

It was explained that Haringey Council had worked to enhance the commercial and retail offer, recognising its role not only as a transport hub but also as a key contributor to local economic activity and community identity. It was explained that, through targeted leasing activity, physical improvements, and collaborative efforts with partners such as Places for London and the Seven Sisters market traders, the Council began to see progress. It was stressed that the opening of the new Seven Sisters Market showed what could be achieved through collaboration and a shared vision with partners in the community.

However, it was noted that, in the current economic climate, the comprehensive redevelopment of the Wards Corner site was not financially viable. It was explained that the proposals set out a pragmatic approach to the preparation of an Asset Management Plan that would allow us to actively manage the Council's property interests, support local businesses, and improve the appearance and function of this key location, while keeping future options open.

In response to comments and questions from Councillors Cawley-Harrison, the following information was shared:

- It was explained that the Council had undertaken viability assessments for the site, and that this had been done regularly.
- Reassurance was given that the Council was working closely with Places for London and traders to work collaboratively to progress plans which would be beneficial to the community. It was additionally noted that work was undertaken regularly to improve sites or assess future usage of sites as required.

RESOLVED:

That Cabinet:

1. Noted that the Compulsory Purchase Order granted in March 2020 would expire through effluxion of time on 12th December 2025.
2. Agreed that the Director of Capital Projects and Property in consultation with the Corporate Director of Finance and Resources and the Director of Placemaking and Community Development prepares the Wards Corner Property Strategy, having regard to LBH's strategic ambitions for the South Tottenham area.
3. Agreed that the Director of Capital Projects and Property in consultation with the Corporate Director of Finance and Resources prepares the Wards Corner Asset Management Plan
4. Agreed to co-operate with Places for London in respect of its future long term plans for its holdings within the wider site.

Reasons for Decision

In July 2022 Cabinet resolved to acquire 36 Wards Corner property interests comprising a mix of freehold and leasehold land, commercial property and residential assets from Grainger PLC ("Grainger") under an option agreement contained within the development agreement between LBH and Grainger. Grainger had notified LBH that its plans for the comprehensive development of the whole Wards Corner site were unviable and this agreement allowed Grainger to terminate its involvement on grounds of lack of development viability. LBH undertook its own analysis which confirmed this lack of viability.

LBH also undertook analysis on alternative schemes that would comprise only the property interests under its control and those that could be acquired under the London Borough of Haringey (Wards Corner Regeneration Project) Compulsory Purchase Order 2016 (CPO) (so, excluding the properties owned by Places for London ("Places")). The modelling of both the more comprehensive and more conservative alternative variants generated significant losses from development activity.

The Wards Corner scheme was removed from LBH's Capital Programme in March 2024. At that time it was deemed that a comprehensive redevelopment was not financially viable and it should be removed until more detailed plans come forward that might prove viable.

LBH undertook revised development viability studies via its specialist advisor BNP Paribas ("BNP") in early 2025. This updated analysis pointed to potentially greater losses upon redevelopment than at the time of the LBH acquisition of the Grainger interests.

The Wards Corner Asset Management Plan will enable estate management activity to be focussed upon maximising long term income from the LBH commercial assets on West Green Road and Seven Sisters Road, whilst also encouraging, through tenant incentives where necessary, work to be carried out to assist in improving the appearance of this important entrance point to the borough and removing some of the blight that impacts on Seven Sisters as an important town centre and transport hub.

In respect of the Suffield Road and High Road residential properties, this Asset Management Plan will also enable LBH to incorporate these assets within its Housing Delivery Programme, to refurbish to provide temporary accommodation or to generate capital receipts from disposal (or a mixture of each of these outcomes).

LBH is working closely with Places in respect of both parties' desired outcome for the future of the Wards Corner site. The recently constructed and opened Seven Sisters Market is an example of such co-operation. This market facility will continue to operate under its current lease while long term plans are being formulated in respect of the buildings owned by Places.

Alternative Options Considered

The alternative option is to continue to lease the commercial properties on a short term basis and to keep the currently vacant residential units unoccupied. This strategy, pending a future comprehensive redevelopment that might never become viable, will serve to deny LBH the ability to maximise revenue streams/capital receipts and remove some of the blight that affects Seven Sisters as an important gateway site.

331. MINUTES OF OTHER BODIES

The minutes of other bodies were discussed.

RESOLVED:

The minutes of other bodies were noted.

332. SIGNIFICANT AND DELEGATED ACTIONS

The Significant and Delegated Actions were discussed.

RESOLVED:

The Significant and Delegated Actions were noted,

333. NEW ITEMS OF URGENT BUSINESS

There were none.

334. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

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

335. EXEMPT - APPROVAL TO TENDER A JCT DESIGN AND BUILD CONTRACT FOR THE KINGS ROAD CAR PARK SITE, N17

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and agreed.

336. EXEMPT - APPROVAL TO TENDER FOR A WORKS CONTRACTOR TO BUILD 17 HOMES AT TIVERTON ESTATE

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and agreed.

337. EXEMPT - FIRE DOORS CONTRACTS

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and agreed.

338. EXEMPT - PROCUREMENT OF CLIENT FIT OUT ITEMS FOR THE HARINGEY CIVIC CENTRE

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and agreed.

339. EXEMPT - WARDS CORNER ASSET MANAGEMENT PLAN

The exempt appendix was discussed.

RESOLVED:

The exempt appendix was noted and agreed.

340. EXEMPT - MINUTES

The exempt minutes of the meeting held on 21 October 2025 were discussed.

RESOLVED:

The exempt minutes of the meeting held on 21 October 2025 were agreed as a true and accurate record.

341. NEW ITEMS OF EXEMPT URGENT BUSINESS

There was none.

CHAIR: Councillor Peray Ahmet

Signed by Chair

Date