Report for: Full Council – 23 November 2026

Title: Regulator of Social Housing Regulatory Judgement Report

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

Lead Officer: Kristian Melgaard, Director of Housing

Ward(s) affected: All

Report for Key/ Non-Key Decision: For noting

1. Describe the issue under consideration

1.1. This report is to provide Full Council with an update following the Regulator of Social Housing (RSH) publishing their regulatory judgement of the Council on the 28 October 2026.

1.2. The regulatory judgement confirmed that the Council received a C4 grading, indicating very serious failings in meeting the Consumer Standards.

1.3. The report will detail immediate steps taken in response to the judgement made and outline indicative plans to address future improvements and ensure these provide the necessary outcomes to be compliant.

2. Cabinet Member Introduction

2.1. Council housing transforms people's lives. It is secure, affordable, democratic and offers the foundation for our residents to build happy and healthy lives.

2.2. The Regulator for Social Housing launched an inspection into Haringey's housing services in April 2026. The Regulator awarded Haringey a C4, the lowest possible grade. Haringey is only the second London borough ever to receive a C4 grade. The regulator found that under the previous administration, the Council did not provide a full picture of high-risk actions needed to address fire safety. The regulator also identified very serious failings in repairs, complaints handling, governance and assurance, alongside serious concerns relating to health and safety.

2.3. We accept these findings in full and recognise that we must overhaul our housing service so that tenants can live in the standard of housing they deserve. We did not create this crisis, but we will prioritise solving it.

2.4. Our first step is transparency and accountability. We are launching an independent investigation into what happened, and we will appoint a new external expert to oversee the transformation our housing services. We also took the unprecedented step of releasing files that detail our engagement with the Regulator concerning fire safety.

2.5. We are undertaking further reviews into our governance and oversight arrangements and a root cause analysis of how we got to this position.

2.6. Residents must be at the centre of everything we do. We will listen to their experiences and work alongside them throughout the journey to ensure we

deliver the significant, fundamental and sustainable improvements needed and restore confidence in our housing services.

2.7. **Recommendations**

3.1. Council is asked to:

a) Note the RSH's regulatory judgement.
b) Note the Council's approach in response to the regulatory judgement.

3. Background information

Previous engagement

4.1. The Council brought its housing management services, previously provided by its arm's length management organisation, Homes for Haringey, back in-house in June 2022.

4.2. In December 2022, the Council also commissioned a Property Compliance Health Check to assess the approach to managing six compliance areas: gas and heating; electric; fire and building safety; asbestos; water, and lifts. The health check found a number of areas of non-compliance, with several key recommendations made, particularly around overdue fire risk actions and electrical safety.

4.3. Following the findings of the external health check, the Council made a self-referral to the RSH in January 2023 and a Housing Improvement Plan was approved by Cabinet in April 2023.The Council committed to a voluntary undertaking which was accepted by the RSH in July 2023 and regular engagement with the RSH followed.

4.4. In November 2025, the Council requested removal of the Regulatory Notice stating that a return to compliance had been demonstrated having discharged the commitments outlined within the voluntary undertaking. In December 2025, the RSH confirmed removal of the Regulatory Notice.

The process

4.5. In April 2026 the Council was notified by the RSH that they will be carrying out a regulatory inspection of social landlord services. This inspection was against the four Consumer Standards:

- Safety & Quality
- Tenancy
- Neighbourhood & Community
- Transparency, Influence and Accountability

4.6. Further detail on the Consumer Standards is provided in Appendices A-D.

4.7. The inspection is to inform how well registered social landlords are delivering the outcomes of the Consumer Standards and ultimately provide a conclusion in the form of a grade as follows:

Grading	Description
C1	Overall the landlord is delivering the outcomes of the consumer standards. The landlord has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence.
C2	There are some weaknesses in the landlord delivering the outcomes of the consumer standards and improvement is needed.
C3	There are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed.
C4	There are very serious failings in the landlord delivering the outcomes of the consumer standards. The landlord must make fundamental changes so that improved outcomes are delivered.

4.8. As part of the inspection, the RSH observed a series of meetings. This included Housing's Building Safety & Compliance Board and Repairs Board, the Housing Improvement Board, and the Resident Voice Board.

4.9. In addition to attending the above meetings, the RSH were provided with the accompanying papers as well as a wide range of documents throughout the course of the inspection. The RSH also interviewed staff, tenants, the Chief Executive and the Cabinet Member for Housing.

The regulatory judgement

4.10. The RSH confirmed in their published judgement that the Council has been issued a C4 consumer grade.

4.11. The Council accepts the RSH's findings in full and acknowledge that the feedback reflects what residents have told the Council.

4.12. Ultimately the RSH concluded that the Council needs to fully understand the root causes of its failings and develop a comprehensive improvement plan to achieve fundamental change and sustained improvements to the housing service, to achieve compliance with the Consumer Standards.

4.13. The Council is now one of two London Boroughs with a C4 grading, with the London Borough gradings broadly in line with the proportions of gradings with other local authorities nationally who have already been inspected.

The RSH's findings

4.14. The full regulatory judgement is available on their website and can be accessed through Appendix E. However, a summary table is provided below indicating the findings made against each Consumer Standard.

Standard	Area under Consumer Standards	Findings

Safety & Quality	Repairs & Maintenance	Very serious failings
	Health & Safety	Serious failings
	Adaptations	Serious failings
	Stock Quality & Decency	Weaknesses
Neighbourhood & Community	Anti-Social Behaviour and hate incidents	Serious failings
Tenancy	Tenure	Weaknesses
Transparency, Influence & Accountability	Complaints Handling	Very serious failings
	Fairness & Respect	Serious failings
	Service and Performance Information	Serious failings
	Diverse Needs	Weaknesses
	Engagement with Tenants	Weaknesses
	Governance and Assurance	Very serious failings

4.15. The RSH identified very serious failings across three areas, some of which also had wider implications for other standards, including Fairness and Respect. In the context of its overall judgement, and its findings relating to governance, oversight and assurance, the RSH highlighted the following very serious failings and associated serious failings in Health and Safety:

Area	Findings
Repairs & Maintenance	• Only around 50% of non-emergency repairs completed in time in 25/26 • Substantial repairs backlog with 7,800 approx. outstanding
Complaints Handling	• High complaint volumes, escalations and maladministration findings • Poor performance against complaint response times • Limited evidence that learning from complaints is driving improvement
Governance & Assurance	• Not providing full information on FRA remedial actions during previous Regulatory Notice • Failure to fully disclose material compliance issues to the regulator
Health & Safety	• Nearly 4,000 overdue fire safety remedial actions • More than 1,400 high-risk fire safety actions overdue • Concerns regarding the Council's ability to maintain compliance and prevent future backlogs

4.16. The majority of the findings align with the Council's existing understanding of the challenges and areas requiring improvement within the housing service. Programmes of work and improvement initiatives were already in progress at the time of the inspection to address some of these issues, as outlined below:

- Delivery of the new asset management strategy is underway to invest £570m in housing stock over the next ten years and to bring all homes up to decent standard by 2028.

- Over 22,000 fire remedial actions have been closed over the last year, and a fire door replacement programme is rolling out across the housing stock.
- Reduction of outstanding repairs from around 20k in January 2025 to 8.5k in September 2026, with extra capacity brought in to clear it altogether.
- A digital improvement programme is underway to introduce greater oversight and increased transparency for residents, such as a new repairs portal and an anti-social behaviour case management system.
- Recruiting more frontline housing officers to reduce patch sizes.

4.17. These will be reviewed to ensure they address the RSH's findings in relation to these areas and in light of the wider review and transformation plan outlined below.

4.18. However, the RSH referenced within their regulatory judgement that a series of actions are required to happen to ensure that the Council can achieve fundamental change, achieve compliance with the Consumer Standards and provide sustained and improved outcomes for tenants. The RSH expects these to be delivered with appropriate priority and for work to commence immediately on addressing the most serious areas of non-compliance. The RSH expects the Council to allocate appropriate resources to enable this to happen.

Next steps

4.19. The Council has communicated the outcome of the inspection directly to residents by sending both tenants and leaseholders a letter and FAQ document. These have also been published on a new Housing Transformation webpage, linked within Appendix F, where the Council will post updates including a new dashboard to enable residents to monitor performance.

4.20. The Corporate Director for Adults, Housing and Health and the Director of Housing have provided dedicated online briefing sessions to both involved residents and housing staff. Wider stakeholder communications have also been carried out.

4.21. The Housing Transformation website also has published background documents relating to the previous improvement plan in the interest of transparency and can be accessed through Appendix F.

4.22. Work continues to reduce the number of fire safety remedial actions, improve performance across key areas, and reduce the repairs backlog. A pro-forma key performance information relating to landlord stock, quality, and safety, accurate as at the end of September 2026, provided in Appendix G.

4.23. There are a series of actions that are being taken as the immediate response to the RSH findings:

a) The commissioning of a root cause analysis review to identify the underlying causes and contributing factors to the failings, including

organisational and cultural issues, and ensure that improvement actions address these at source.

b) An urgent, independent review is being commissioned for transparency on fire safety and previous engagement with the RSH, to understand what happened and why.
c) A review of the governance and assurance framework is being commissioned to ensure that all areas relevant to the regulatory judgement, and the wider improvement programme, are subject to appropriate oversight by the relevant officers and the governing body.
d) The development of a new over-arching Housing Transformation Plan that will address the Regulator's findings in full and deliver embedded, long-term improvement across the housing service, which will be recommended for approval by Cabinet.
e) The recruitment of an Independent Chair to the Housing Improvement Board to provide external scrutiny and challenge.
f) The establishment of a new Corporate Director of Housing post (subject to formal approval and consultation) to provide the leadership capacity and strategic oversight necessary to deliver the scale and pace of transformation required.

4.24. Regulatory engagement will remain intensive until sustained improvement is demonstrated, and the Council is committed to being open and transparent throughout this next period of change. Any learning identified will be acted upon, with close engagement with the RSH and other external partners to ensure that improvement activity is robust, enduring and independently assured.

4. Statutory Officer's comments Finance, Procurement, and Legal

Finance

5.1. There are no immediate financial consequences of this report. The improvement plan and the supporting financial investment to respond to the outcome of the regulatory judgement has yet to be developed. Once the improvement plan is fully developed and costed, the financial implications will be included in the Housing Revenue Account business plan.

Legal and Governance [Fi

5.2. The Director of Legal and Governance has been consulted in the drafting of this report and comments as follows.

5.3. The RSH has statutory responsibility for setting and enforcing housing standards in the social housing sector, including local authority housing.

5.4. The Housing Ombudsman is focused on individual complaints about housing services, albeit is empowered to investigate systemic causes underlying complaints.

5.5. As a registered provider of Social Housing the Council is required to comply with the Consumer Standards set by the RSH.

5.6. Section 198A of the Housing and Regeneration Act 2008 enables the RSH to use its regulatory and enforcement powers if a registered provider such as the council has failed to meet a consumer standard.

5.7. There is no impediment to full council agreeing the recommendations in the report.

5. Use of Appendices

6.1. Appendix A – RSH Safety and Quality Standard: https://assets.publishing.service.gov.uk/media/65f8250c78087a001a59ebac/April_2024_-_Safety_and_Quality_Standard_FINAL.pdf

6.2. Appendix B – RSH Tenancy Standard: https://assets.publishing.service.gov.uk/media/660c0ad967958c0011365a58/April_2024_-_Tenancy_Standard_FINAL.pdf

6.3. Appendix C – RSH Neighbourhood and Community Standard: https://assets.publishing.service.gov.uk/media/65fc3d30f1d3a0001d32acef/April_2024_-_Neighbourhood_and_Community_Standard_FINAL.pdf

6.4. Appendix D – RSH Transparency, Influence, and Accountability Standard: https://assets.publishing.service.gov.uk/media/6ab136803f8e4e96a6a66ae1/011026_TIA_Standard.pdf

6.5. Appendix E – RSH Regulatory Judgement on Haringey Council: https://www.gov.uk/government/publications/haringey-london-borough-council/haringey-london-borough-council-00ap-regulatory-judgement-28-october-2026

6.6. Appendix F – Housing Transformation website: https://haringey.gov.uk/housing/housing-news-policies/housing-strategies-policies-and-plans/housing-transformation

6.7. Appendix G – Landlord Stock, Quality and Safety Proforma.

6. Background papers

7.1. Housing Services Improvement Plan and Compliance Assurance Statement Cabinet report April 2023: https://www.minutes.haringey.gov.uk/documents/s138659/Housing%20Services%20Improvement%20Plan%20and%20Compliance%20Assurance%20Statement.pdf