

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 9th January, 2024, 7.00 pm - George Meehan House, 294 High Road, Wood Green, London, N22 8JZ (watch the live meeting [here](#) or watch the recording [here](#))

Members: Councillors Matt White (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Michelle Simmons-Safo and Alexandra Worrell

Co-optees/Non Voting Members: Yvonne Denny (Co-opted Member - Church Representative (CofE)) and Lourdes Keever (Co-opted Member - Church Representative (Catholic))

Quorum: 3

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item below).

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. MINUTES (PAGES 1 - 10)

To approve the minutes of the previous meetings.

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 11 - 44)

To receive and note the minutes of the following Scrutiny Panels and to approve any recommendations contained within:

- Adults & Health Scrutiny Panel – 16th November 2023
- Children & Young People's Scrutiny Panel – 13th November 2023
- Climate, Community Safety & Culture Scrutiny Panel – 6th November 2023
- Housing, Planning & Development Scrutiny Panel – 14th November 2023

8. SCRUTINY OF THE 2024/25 DRAFT BUDGET / 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2024/25 - 2028/29) (PAGES 45 - 130)

To scrutinise the revenue and capital proposals relating to the 2024/25 Draft Budget and the Medium Term Financial Strategy (MTFS) for 2024/25 to 2028/29. This covers budget items under the remit of the Overview & Scrutiny Committee including part of Culture, Strategy & Engagement and part of Environment & Resident Experience.

Appendix 1 – Scrutiny Role

Appendix 2 – Cabinet report – Budget and MTFS (5th December 2023)

Appendix 3 – MTFS Savings Tracker – Q2 2023/24

Appendix 4 – New Revenue Growth Proposals

Appendix 5 – New Revenue Savings Proposals

Appendix 6 – Draft Capital Programme

9. NEW ITEMS OF URGENT BUSINESS

10. WORK PROGRAMME UPDATE (PAGES 131 - 140)

To consider any additions or amendments to the Committee's current work programme.

11. FUTURE MEETING DATES

- 18th Jan 2024 (7pm)
- 1st Feb 2024 (7pm)
- 11th Mar 2024 (7pm)

Philip Slawther, Principal Committee Co-ordinator
Tel – 020 8489 2957
Email: philip.slawther2@haringey.gov.uk

Fiona Alderman
Head of Legal & Governance (Monitoring Officer)
River Park House, 294 High Road, Wood Green, N22 8HQ

Thursday, 21 December 2023

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MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE MEETING HELD ON MONDAY 27TH NOVEMBER 2023, 7:00PM – 9:10PM

PRESENT:

Councillors: Matt White (Chair), Pippa Connor (Vice Chair), Alexandra Worrell, Makbule Gunes, Michelle Simmons-Safo.

ATTENDING VIRTUALLY:

Lourdes Keever

1. FILMING AT MEETINGS

The Chair referred Members present to item one on the agenda in respect of filming at the meeting and Members noted the information contained therein.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Yvonne Denny.

3. URGENT BUSINESS

There were no items of urgent business.

4. DECLARATIONS OF INTEREST

There were no declarations of Interest.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

There were no deputations, petitions, presentations, or questions.

6. MINUTES

RESOLVED

That the minutes of the previous meeting on 12th October 2023 be agreed as a correct record.

7. MINUTES OF SCRUTINY PANEL MEETINGS

RESOLVED

That the minutes of the following Scrutiny Panels were noted and approved, and any recommendations contained within were approved:

8. LEISURE SERVICES UPDATE

The Panel received a report which provided a summary of the current position regarding the provision of leisure management within Haringey and the steps being taken to enhance that provision.

Before the report was introduced, the Chair advised the following:

Cabinet is due to consider a decision on Leisure Management at their meeting on Tuesday 5th of December and the papers for the Cabinet meeting are being published later this evening.

In accordance with the scrutiny procedure rules and access to information rules, we will continue to consider the report at hand and raise questions/ issues/ concerns on the information in this report. Please can it be noted that the contents of the Cabinet report will not be referred to in responses as the report is deemed an officer report with recommendations and no decision has been made by cabinet on this report.

Advice has been provided by Democratic services, supported by Legal services, that this is the appropriate way forward as Scrutiny are considering the report in line with Constitution provision at part 4 section G and paragraph 9.1, following the OSC meeting in July. This is not a pre-call in and also not a policy review contained in the work programme to allow the report to be shared with Scrutiny and discussed at a public meeting prior to consideration by Cabinet.

In view of this being a key service area which has been of considerable concern to us as a Committee, I have agreed with Democratic services that the Committee officer will take a close note of the matters raised in the discussion and I will review these notes and compare to the content of the Cabinet report and then further attend Cabinet to raise any outstanding issues /concerns from this committee meeting not addressed in the report.

The report was introduced by Cllr Emily Arkell, Cabinet Member for Culture Communities and Leisure. Also present for this item were Mark Stevens, AD for Direct Services & Simon Farrow, Head of parks and Leisure. Cllr Arkell introduced the report as set out in the agenda pack at pages 51 to 57. The following arose in discussion of this agenda item:

- a. The Panel outlined the degree of frustration felt by the local community in the amount of time that the swimming pool at Tottenham Green Leisure Centre had been closed. A member of the Panel commented that there were a large number of marginalised residents in and around Seven Sisters and that its closure had a disproportionate impact on a range of different groups. Of particular concerns was children with autism, as swimming was a vital lifesaving skill. The Panel member sought assurances around when the pool would be open. In response, the Cabinet Member acknowledged the

frustrations felt by residents and advised that the Council had offered residents the option of using Park Road leisure centre in Hornsey, but it was understood that this was not an option for everyone. Residents were also able to use Fusion managed pool facilities in other boroughs. The Cabinet Member set out that there was a 12 month period, following the Cabinet decision next week, to ensure that future provision was as good as it could be. The Panel were advised that it was envisaged that the pool at Tottenham Green would be open in the new year. The reason it had taken so long was because of the difficulties in identifying what the problem was and then rectifying it.

- b. The Panel expressed a level of frustration with the fact that they were unable to scrutinise the decision being taken by Cabinet next week and requested that a subsequent update be brought to a future meeting. **(Action: Clerk).**
- c. The Chair sought assurances around the ability of residents to have democratic oversight on how future leisure services were provided. The Chair also commented that it was important that Councillors were allowed to scrutinise the decision being made, and that he did not want to see a repeat of the situation whereby, even the recommendations of the Cabinet report were exempt for reasons of commercial confidentiality. In response, the Cabinet Member acknowledged these concerns and provided assurances that the service had been examining what other boroughs were doing and how democratic accountability can be a part of any future service provision. Officers reiterated that they agreed that this was an important consideration going forwards, and gave assurances that, subject to which of the five options Cabinet approved, that it would form part of the future service offer.
- d. The Panel commented that primary schools had targets for teaching Year 5 & Year 6 pupils to swim, and that given the current funding crisis in many schools, they simply did not have the money to provide coaches to take children swimming at other pools. The Cabinet Member advised that, in addition to offering alternative swimming venues, the Council was also looking at providing top-up swimming lessons during summer holidays, for pupils who missed out.
- e. The Panel sought clarification about what kind of information the Council had sought from Fusion that was not forthcoming, as referred to in the report. In response, officers advised that this related to staffing details.
- f. The Panel sought assurances about whether there would be any additional oversight and contract monitoring put in place over the 12 month notice period. In response, officers advised that they expected that Fusion would fully provide all of the services that they were contractually obliged to over the 12 month notice period, and that the Council would enforce the contract on that basis.
- g. The Panel sought assurances around whether, as one of the possible five options, there were leisure providers out there in the market that could viably take over the contract. In response, officers acknowledged that leisure operators had a very difficult period over Covid, with being forced to close. In addition to this, they had also been badly impacted by rising energy costs and the cost of living crisis. By way of example, it was noted that the energy costs for Haringey went up from £900k to £2.2m for leisure facilities. Officers commented that some operators had made their way through the crisis better than others, often with a greater level of support from the local authority. Officers advised that GLL were due to take over leisure provision in Enfield next

- week. It was suggested that there was still a viable market out there and that a number of boroughs were tendering contracts of between 2-5 years.
- h. In response to a question, officers provided assurances that the Cabinet report did not contain any exempt information and that all of it would be publically accessible. The report would be ready later that evening when published as part of the Cabinet agenda papers.
 - i. The Panel requested that the regular updates that were provided to members and residents about developments at Tottenham Green were reinstated and that regular comms. messages went out. In response, the Cabinet Member clarified that these were sent out from the previous lead members that held her portfolio. The Panel were advised that there had been a lull in communications because there was not much to update people on. The updates were ongoing and the most recent one was sent out on Friday, which provided an update on the successful installation of the high voltage electrical system. Officers clarified that the high voltage distribution board had to be specially designed for the site, which caused delays and then the specialist works had to be tendered, which also took time.

RESOLVED

Noted

9. THE IMPACT OF THE INTRODUCTION OF VOTER ID REQUIREMENTS ON ELECTIONS

The report was introduced by Councillor Carlin, Cabinet Member for Finance and Local Investment as set out in the agenda pack at pages 57 to 92.

By way of introduction, the Panel was advised that this report provided details of the impact the introduction of Voter ID had on elections, the additional legislative changes which had been implemented and those which were scheduled to be implemented in accordance with the Elections Act 2022 and other government legislation.

Voter ID was seen problematic for certain group of people, it was noted that this was mainly for the younger population. Statistics outlined that 1% of people were turned away from voting for not obtaining a valid voters ID. Unfortunately, the statistics were not able to gather data on details including gender, age, and ethnicity.

Research had been conducted around the potential number of people who may not have had an ID to vote. There was an estimation of around 9500 Haringey residents who did not have a voter ID. Haringey, compared to other London boroughs, had the benefit of carrying out the by-elections with voter ID and there had been work had been carried out to encourage people to have voter ID, this was outlined in the presentation as set out in the agenda pack.

The following arose during the discussion of this agenda item:

- a) It was very challenging to obtain quantitative data on the amount of people who did not turn up at the polling station due to not having an ID to vote. The

- presentation highlights the turnout for the local government by-elections and indicates that low turnouts resulted in analysing data to be difficult.
- b) Officers advised that during the last election, it was noted that many people arrived with an ID and those who arrived without an ID, later came back with an ID to vote.
 - c) The Committee noted that there had been 4 local government by-elections this year, 3 of which were after the introduction of voter ID. These by-elections allowed the Electoral Registration Officer / Returning Officer to further refine plans in advance of major elections in 2024.
 - d) The Communications plan promoted voters ID by reaching out to local residents in the wards by emails, letters, posters, leaflets, and digital advertisement.
 - e) In response to a follow up question, the Committee was advised that by using more different creatives digitally, this would encourage a higher turnout, raise awareness, and prompt people to apply for a voter ID if needed.
 - f) The Committee was provided with an update on the new parliamentary boundaries. The Committee heard that the final set of boundaries was approved by the Privy Council early November. Following the dissolution of the current parliament, the current Tottenham and Hornsey & Wood Green would cease to exist. They would be replaced with Hampstead and Highgate, Hornsey and Friern Barnet, Southgate and Wood Green, and Tottenham (amended boundary). There were also plans to start the voter registration and voter ID campaign in February 2024.
 - g) The Committee noted that in terms the Voter Authority Certificates, these were all processed through the central government data system (Gov.uk) and limited information was available with only access to baseline statistics.
 - h) In response to a follow up question, the Committee noted that an engagement strategy had been implemented to reach out to young people in schools/sixth form. This would include working alongside with the schools and education colleagues to encourage participation.
 - i) The Committee raised concerns around digital poverty and questioned the approach on how to target people who may experience digital poverty. Officers advised that a new leaflet had been designed which contained information about voter registration in various languages. This leaflet also aimed to raise awareness about ensuring that people were on the electoral register first.
 - j) In terms of record keeping on the number of voters turned away, the Committee was advised that for the next two parliamentary elections, staff would be required to complete a statutory forms which would include statistical data of quantities and number of people turned away. However, this would not include data such as demographics.

RESOLVED

That the Committee to note the report.

10. FINSBURY PARK EVENTS

The report was introduced by Cllr Emily Arkell, Cabinet Member for Culture, Communities & Leisure as set out in the agenda pack at pages 93 – 100.

This report provided a summary of the current position regarding:

- The income generated from major events in Finsbury Park,
- What that income had been spent on
- The impact of that funding on other parks.

The borough held a number of major events in Finsbury Park every summer with over 10,000 people in attendance. This year, there had been two weekends with major events which included the Wireless Festival and the Krankbrother event.

Since 2012, the council had generated £8.7 million from events, and of that £7.4 million had come directly from events hosted in the park. The income had varied year on year both as the popularity of events had increased, but also following the impact of the Covid-19 restrictions during 2020 and 2021. This year, the income generated from events was approximately £1.27 million.

There were four key areas of spending of the income generated in the park which included:

- Money being reinvested in the park to improve or add new facilities in the park.
- Funded the base level of management that all parks in the borough received.
- Spending on an additional level of staffing resources dedicated to Finsbury Park.
- Spending on the cost of the events team who generated the income and managed the delivery of the events.
- There had been no major events during 2020-21 and this had been down to Covid.

The following arose during the discussion of this agenda item:

- a) The money generated from major events at Finsbury Park, does not contribute towards any of the maintenance and up keeping of any other parks in the borough.
- b) In terms of the base level of service for the park, Finsbury Parks Management formed part of the wider management of parks in the borough and received input from a range of shared service delivery which included playground maintenance, machinery, grass cutting, The Conservation Volunteers, and other similar services.
- c) Most of the funding for the parks came from events. It was noted that over time, the money the Council provided to fund Finsbury Park had been replaced by the income generated from events held at Finsbury Park. As a result, the park benefitted from maintaining and improving the park and did not fall into a position where savings had to be made elsewhere in the borough.

- d) The Committee sought for clarification regarding the spending of the income generated by Finsbury Park as the report highlighted that the overall cost of maintaining the park in 2022-23 was circa £1.61m. Officers confirmed that the Council continued to provide funding to Finsbury Park every year and was not solely funded by events. For instance, the £467,420 of investments for 2022-23, £300,000 of that had come from Council capital outside of the Finsbury Park income budget.
- e) The Committee requested for a clearer breakdown on the figures presented in the Expenditure and Income Table (Appendix A).
Action: To provide the Committee with updated table with breakdown of figures (Officer)
- f) In terms of the contracts held with major event companies, any planned events would be subject to licensing agreements every year and the event would need to be in line with the licencing requirements. Processes would be reviewed and adjustments would be made year on year.
- g) In response to a follow up question regarding increasing the level of income from the events companies, the Committee was advised that Finsbury Park was generating similar income to other large parks in London, such as Victoria Park. Victoria Park and Finsbury Park had generated a similar amount of money from 2 weekends of similar events last year.
- h) Officers added that the service was exploring ways to establish a better configuration of power supply for these events. Options around replacing diesel generators with greener options were considered with the support from Festival Republic.
- i) The Committee was assured that the events do not acquire the entire park for the festivals. The Richard Hope play space would remain open. The event only occupied around 30% of the park and the rest of the park would be available for use by the general public. Furthermore, local businesses would benefit from these events as there would be an influx of people coming into the borough.
- j) The Committee noted that all events were closely monitored. Issues and complaint relating to noise were supervised and controlled by the licensing configuration.
- k) The Committee sought clarification on works the Friends of the park were undertaking around their group's priorities. The Committee was advised that they were working towards delivering phase one of the Skate Park Project this year and the boundaries of the park were also being reviewed to improve entrances. In addition, toilets were seen as an issue within the park and as part of the Green Spaces Strategy, the service was working with young women and girls to focus on how to make the park more appealing and safer for them.
- l) The Committee highlighted some of the positive aspects of Finsbury Park. Events like the Wireless Festival had benefited the residents of Haringey and had attracted a wide range of people who could relish the opportunity to witness some of their favourite music live on stage.

RESOLVED

That the Committee to note the report.

11. CHANGE TO SCRUTINY MEMBERSHIP 2023/24

The report was introduced by Philip Slawther, Principal Scrutiny Officer as set out in the additional reports pack of the agenda at pages 1–4.

The Committee was advised that this reports sets out a number of changes to the membership of the scrutiny panels due to resignations and that the Committee to agree the changes to the membership as set out in the report.

RESOLVED

That Committee considered the report and agreed the changes to the membership.

12. SCRUTINY REVIEW: LANDLORD LICENSING IN THE PRIVATE RENTED SECTOR

The report was introduced by Philip Slawther, Principal Scrutiny Officer as set out in the additional reports pack of the agenda at pages 5 – 46.

Under the agreed terms of reference, the Overview and Scrutiny Committee could assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and could make recommendations for service development or improvement.

The Committee may:

- (a) Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
- (b) Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits.
- (c) Make reports and recommendations, on issues affecting the authority's area, or its inhabitants, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.

In this context, on 28th November 2022, the Overview and Scrutiny Committee agreed to set up a review project to look at Landlord Licensing in the Private Rented Sector.

The Committee provided positive feedback and credited all the hard work around producing this report.

The Committee noted that this report would go towards the Council Forward Plan and presented to the Cabinet in the next few months.

RESOLVED

- i. The Committee considered the report and approved the recommendations as set out in the report.
- ii. The Committee agreed to submit this report to Cabinet for a response.

13. WORK PROGRAMME UPDATE

The report was introduced by Philip Slawther, Principal Scrutiny Officer as set out in the agenda pack at pages 101 – 112.

This report provided an update on the work plan for 2022-24 for the Overview & Scrutiny Committee.

The Committee was advised that next meeting was scheduled for 9 January 2024 where the meeting would be reviewing the Complaints Annual Report and the budget recommendations around Communication, Strategy and Engagement.

RESOLVED:

That the Committee to note the report.

14. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

15. FUTURE MEETINGS

- 9 Jan 2024
- 18 Jan 2024 (Budget)
- 11 March 2024

CHAIR:

Signed by Chair

Date

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**MINUTES OF THE MEETING OF THE ADULTS & HEALTH
SCRUTINY PANEL HELD ON THURSDAY 16th NOVEMBER 2023,
6.30 - 9.15pm**

PRESENT:

**Councillors: Pippa Connor (Chair), Cathy Brennan, Thayahlan Iyngkaran,
Mary Mason and Sean O'Donovan**

Co-Optees: Helena Kania

23. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

24. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Felicia Opoku, Cllr Sheila Peacock and Ali Amasyali.

Apologies for absence were also received from Cllr Lucia das Neves, Cabinet Member for Health, Social Care & Wellbeing.

25. ITEMS OF URGENT BUSINESS

None.

26. DECLARATIONS OF INTEREST

Cllr Pippa Connor declared an interest by virtue of her membership of the Royal College of Nursing.

Cllr Pippa Connor declared an interest by virtue of her sister working as a GP in Tottenham.

Cllr Thayahlan Iyngkaran declared an interest by virtue of his membership of the Royal College of Radiologists.

27. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

28. MINUTES

Cllr Connor referred Members of the Panel to the responses received so far on action points from previous meetings, noting that some responses were still outstanding and would be followed up with officers.

The minutes of the previous Adults & Health Scrutiny Panel meeting were approved as an accurate record.

RESOLVED – That the minutes of the meeting held on 18th September 2023 be approved as an accurate record.

29. QUALITY ASSURANCE/CQC OVERVIEW

Jon Tomlinson, Senior Head of Service for Commissioning, Brokerage and Quality Assurance, introduced the report for this item which provided an annual update on the recent quality assurance work and the current challenges faced including upward pressure on costs, recruitment and retention, and increased acuity and demand. Regular meetings were held with both domiciliary care and residential care providers to discuss key issues and a new uplift process had been introduced to reflect the challenges faced by providers. He explained that the Council and the Care Quality Commission (CQC) worked closely with providers to develop action plans when issues had been identified through the quality assurance process. In Haringey, the majority of providers had been assessed as being in the 'good' or 'outstanding' categories and the general approach of the Council was not to commission providers that were assessed as requiring improvement, although there were cases where there were already residents using those services.

David Harris, Operations Manager for Islington, Camden & Haringey at the CQC, explained that his role covered a range of health and social care services and that, from January, there would be an allocated CQC inspector for adult social care in Haringey. With regard to the report, he concurred that there was a lot of pressure in the system at present and noted that there were particular concerns about the demand on ambulance services coming into the Whittington and North Middlesex hospitals.

Jon Tomlinson and David Harris then responded to questions from the Panel:

- Cllr Iyngkaran referred to Provider G in Table 1 in the report which was listed as having two open Safeguarding Adult Reviews and 30+ safeguarding concerns. He asked why the Council had lifted its suspension on further placements while the Integrated Care Board (ICB) had continued with a suspension. Jon Tomlinson responded that the Council had developed an action plan with the provider and that all of the required quality assurance actions had been

complied with. The Council had a block contract with the provider and it was deemed appropriate to lift the suspension. Vicky Murphy, Service Director for Adult Social Services, added that the provider had 106 beds, 61 of which were for residential and lower needs nursing. She explained that there were also some intermediate care beds and that the ICB would also spot purchase beds for Continuing Healthcare (CHC). The requirements on CHC had been around intensive nursing support and changes were ongoing in this area. Further information was expected to be available on this in the coming weeks which could be provided to the Panel. **(ACTION)**

- Referring to Table 5 on page 8 of the supplementary agenda pack, Cllr lyngkaran asked why nine of the Out of Borough placements were at uninspected premises. David Harris explained that not every adult social care service was inspected by the CQC (e.g. supported living) and that some services may have registered but not been inspected yet. When registering, they would have to go through a rigorous process including many of the same details as an inspection so they would be a perfectly usable and safe service. Similarly, a change of ownership could also lead to situation where a service had not yet been inspected. Jon Tomlinson added that the Council would also liaise closely with the host authority and would not place anyone with a provider that the host authority had highlighted issues about.
- Referring to page 7 of the supplementary agenda pack, Cllr Connor noted that there were 13 locations in the Borough that Haringey Council did not currently commission and asked whether there was any oversight of self-funding Haringey residents who might be using these services. Jon Tomlinson explained that their quality assurance approach was based on risk due to their current capacity, although they were expecting to be able to expand the quality assurance team early next year. This meant that the quality assurance activities would typically be prompted if issues were raised with the Council or if information was received from other sources such as the CQC, other local authorities or residents/families. Vicky Murphy added that any service providing direct care would also be CQC-regulated, as opposed to services such as supported living services which were not CQC-regulated. The non-commissioned services would be a mix of these two categories. Cllr Connor suggested that clarification on this would be useful in future reports on this topic. **(ACTION)**
- Asked by Helena Kania how many of the 180 Out of Borough placements were outside of the North Central London (NCL) area and how these were monitored in terms of safeguarding, Jon Tomlinson said that typically around one-third of the placements would be outside of NCL. He explained that there would be an annual review for each individual carried out by a social worker and reiterated the close partnership working with the host authorities as previously mentioned. Vicky Murphy added that the host authority would have a statutory responsibility for safeguarding issues. Dr Adi Cooper, Independent Chair of the Haringey Safeguarding Adults Board (HSAB), commented that, when serious safeguarding issues arose, the HSAB would seek assurances from partners that immediate action was being taken to review similar cases. She added that

a complicating factor was that placements were sometimes made through agencies so there needed to be careful monitoring. There was an added layer of assurance through the HSAB, in the ongoing monitoring reports and in the regular commissioning reports it received from adult social care and the ICB. David Harris commented that closed cultures could often be a factor in serious safeguarding events and that planned routine visits may not be sufficient to understand what was going on and so more unscheduled visits were required.

- Asked by Cllr Mason about the nine providers where risk had been identified and whether others were on the risk borderline, Jon Tomlinson said that, in addition to the nine providers highlighted in the report, there were a similar number where there was a watching brief.
- Asked by Cllr Mason about reports from family members as a part of assessing risk, Jon Tomlinson explained that the risk register was the main tool used for ensuring an overview of this in conjunction with other identified risk factors. He added that the quality assurance team would always investigate and take action/involve partners where necessary when family members raised concerns about care. Cllr Mason requested that an anonymised version of the risk register be provided to the Panel if possible or alternatively information about how many safeguarding complaints had been raised. Jon Tomlinson agreed to look at what information could be provided on this. **(ACTION)**
- Asked by Cllr Brennan about the background checks on placements with previously unused providers, Jon Tomlinson said that the team would always do background work with information gathered about CQC registration and other kinds of data in order to have a good understanding of a service before making a placement. He acknowledged that the market was particularly challenging at present and so the brokerage team was working to identify packages to meet the assessed needs of residents.
- Referring to paragraph 6.12 on page 8 of the report, Cllr Connor asked what difference the Quality Assurance and Contract Monitoring Framework was expected to make to residents. Jon Tomlinson explained that the Framework had only just been launched but that it would help to record and track quality assurance information from the beginning of the process. It would also enable the monitoring of contracts in a more organised and coordinated way. Haringey currently used quite a large number of providers due to the equivalent of spot purchasing but, by moving to more block contracts it would be possible to bring the number of providers down which would be more manageable in terms of quality assurance. The expected increase in the size of the team would also enable more proactive engagement with providers. Cllr Connor proposed that a further update be provided on the Quality Assurance and Contract Monitoring Framework at the quality assurance report to the Panel next year. **(ACTION)**
- Referring to an individual case that she was aware of, Cllr Connor asked whether investigations into safeguarding complaints were closed after a service user had died. Vicky Murphy confirmed that there was no policy that would require this and that, depending on the nature of the case, further action could be taken, for example as part of a Safeguarding Adults Review or by contributing to a wider system approach. She also indicated that she would be

happy to provide a response regarding the individual case outside of the meeting if required. **(ACTION)**

- Referring to cases in the report of providers that had not yet shown sufficient improvement, Cllr Connor asked what reassurances could be provided for families of residents who remained placed with these providers. David Harris explained that there were different levels of CQC enforcement which included a formal notice of improvements required within a certain timescale which could be followed by requirements for documentary proof of changes or a further inspection. Jon Tomlinson added that an action plan would typically be agreed and that the Council would work with the provider until those improvements were attained. Quality assurance officers would make regular visits during this time in order to help manage the risk level. The social work team may also be involved if necessary to provide additional support to the service user and their family. However, if the provider did not appear to be making progress within the agreed time period, then decommissioning could be necessary. Vicky Murphy added that there was a lot of quality assurance during the social care assessments and that there would be close communication between the quality assurance team and the social work team.

30. HARINGEY SAFEGUARDING ADULTS BOARD - ANNUAL REPORT 2022/23

Dr Adi Cooper, Independent Chair of the Haringey Safeguarding Adults Board (HSAB), presented the Board's annual report for 2022/23 noting that it had continued to be a challenging environment for all partners in maintaining the good work being done in Haringey. The report set out the work that the board had done in terms of meeting statutory duties and priorities and there had been a major project in developing a revised strategic plan after the previous plan had come to an end, with support provided on the formal consultation and co-production from the Joint Partnership Board. The co-production work had aimed to work with representatives of different voices of people with lived experience in the borough to influence the direction of the plan from the beginning.

Dr Adi Cooper described the changing infrastructure below the Board which now included an engagement and partnership group, a practice improvement group and a reconfigured quality assurance group. Over the longer term there would be a greater priority on engagement to inform prevention work. There had also been deep dives on data including on safeguarding referrals from people in supported housing and on neglect and financial abuse. This had been initiated because of variations in the data but the deep dives had not suggested issues with the practice going on.

Other issues described in the report included the joint work with partners such as the regular meetings with the Children's partnership, including on transitional safeguarding. Each year the Board undertook a self-assessment to ensure that it was still effective and that partners were all delivering on their responsibilities.

Dr Adi Cooper then responded to questions from the Panel:

- Cllr Brennan described concerns about inadequate communication channels and support in relation to an individual case involving a resident in sheltered housing. Dr Adi Cooper said that, while she could not comment on individual cases, she would be happy to discuss this outside of the meeting to understand the concerns and the agencies involved. Asked by Cllr Connor whether there were any particular improvements that could be made around communications, Dr Adi Cooper said that most Adult Safeguarding Reviews typically identified communications as an issue at some point and also that communication between boroughs were sometimes not as good as could be expected in relation to cross-boundary cases. She noted that there had been an issue in Haringey in the past where communications back to people who had referred concerns to the local authority had been poor, but she felt that this had now improved. Another issue to be considered was the churn in staffing in the public sector which did not make for easy maintenance of relationships and communication. Cllr Mason commented that communications between boroughs could be a particular problem in domestic abuse cases when people moved boroughs.
- Cllr Mason raised concerns about homelessness and the safeguarding concerns associated with this, noting a recent increase in street homelessness cases coming in via the food bank in her area and that local homelessness agencies were struggling to deal with the demand with limited support from statutory agencies. Dr Adi Cooper acknowledged that this was an area of huge concern and increasing need, not just in Haringey but in other London Boroughs. She commented that long-term contributory factors included national policy changes such as the withdrawal of the Supporting People grant that supported vulnerable adults to sustain tenancies, recent actions to fast track some asylum seekers' decision making before they could claim Universal Credit. She added that there was much to be proud of in relation to the work done in recent years in Haringey to raise the profile of safeguarding and the relationship with homeless people, including those in temporary accommodation as well as street homelessness. However, the housing supply in London was nowhere near good enough and the severity of the housing crisis in London was causing safeguarding issues. She said that, as HSAB Chair, she had limited leverage in terms of escalation because her remit was to ensure that partners in Haringey performed their safeguarding duties as well as possible with the resources that they had. She could see that there were colleagues struggling in the current circumstances and that individuals and families were suffering but that there was no easy solution to this. Cllr Mason proposed that, due to the seriousness of the issue and the and the impact of government policy on residents that had been highlighted, a summary of these points should be referred to Full Council/Cabinet. **(ACTION)**

- Helena Kania thanked the HSAB on behalf of the Joint Partnership Board as this had enabled the voices of a lot of a vulnerable people to be heard.
- Helena Kania asked about the new Section 136 arrangements for mental health cases now that police intervention was largely excluded and asked about the new NHS and Police roles and how this was being monitored in terms of safeguarding. Dr Adi Cooper clarified that the specific questions about roles would need to be directed to the agencies in question but added that the Police still had the same duties in relation to any criminal incidents. She explained that, with the Metropolitan Police's implementation of the 'Right Care, Right Person' approach, the Police had been required to report in to HSAB meetings on developments and the HSAB would continue to monitor this implementation and the impact of changes in policy on safeguarding risks. Beverley Tarka, Director of Adults, Health and Communities, added that a new joint mental health and policing group had been established to address the partnership approach to these changes and included various sub-groups, with work including the development of regular communications updates. Cllr O'Donovan expressed concern about the capacity of mental health trusts and local authorities to deal with this extra work. Helena Kania suggested that it would be useful for the Panel to understand how this process was playing out in the months to come and Cllr Connor requested that further information/feedback on this could be provided as part of the HSAB annual report item next year. **(ACTION)**
- Asked by Cllr Brennan whether the Police was still responding to mental health related calls where there was a risk of suicide, Beverley Tarka said that the joint mental health and policing group would be considering a range of scenarios.
- Cllr O'Donovan raised concerns about the overrepresentation of black people in safeguarding Section 42s Dr Adi Cooper said that there were often deep dives into data on various factors including on different demographics and communities. However, this particular statistic hadn't been covered in the annual report so she would need to look into this further. **(ACTION)**
- Cllr Lyngkaran noted the 24% decrease in Section 42 enquiries and asked whether this was positive or a possible sign of underreporting. Dr Adi Cooper said that interpreting the data could be challenging and that this should not be considered as performance data. The reduction in this situation was likely to be a result of quality assurance mechanisms providing alternative pathways for concerns to be dealt with rather than using a Section 42 enquiry pathway. The HSAB had received more detailed information on this, including case file audits, and was confident that practice was on an improving trajectory. Vicky Murphy added that, since January, there had been an in-person duty team which was able to respond to concerns quicker.
- Asked by Cllr O'Donovan about modern day slavery and sexual exploitation, Dr Adi Cooper explained that the numbers on this were quite low and so any fluctuations in the data were not hugely significant. However, she added that

the reporting of it was helpful as there was more work to be done in this area and it was also important to be aware that there had been concerns arising nationally, though not in Haringey, about modern slavery in the adult social care provider sector. Cllr Connor suggested that modern slavery could be added as an item to the Panel's work programme as the HSAB annual report had highlighted a fall in referrals in Haringey and it may be useful to explore this issue further. Cllr Mason suggested that it would be useful to understand what training the Police had in dealing with this issue as part of any future agenda item. **(ACTION)**

- Asked by Cllr O'Donovan about whistleblowing, Dr Adi Cooper said that the Board would be looking at policies with all partners on dealing with abuse by people in positions of trust as part of its programme in the coming year, which would include mechanisms for people to raise concerns.
- Cllr Connor proposed that a day could be reserved in future as part of the Work Programme for the Scrutiny Panel to scrutinise safeguarding issues in more depth. Beverley Tarka suggested that a deep dive on a specific area could work better than safeguarding as a whole. Dr Adi Cooper added that it would be necessary to coordinate this with issues likely to appear in next year's annual report as the work on this would begin some months earlier. It was agreed that a further conversation outside of the meeting would be arranged. **(ACTION)**

31. CO-PRODUCTION UPDATE

Alexandra Domingue, Project Manager for Adult Social Care Commissioning, introduced the report noting that the Adult Social Care Commissioning Co-Production Board was being launched in November 2023 as a response to both the recent peer review and the Scrutiny Review on this issue. The Board was envisaged as a vehicle for Adult Social Care Commissioning to involve people in the development of projects that would affect them.

Alexandra Domingue added that the Joint Partnership Board had helped to shape the development of the new Board including the terms of reference. The vision was for the Board to take upcoming commissioning work and gain input and guidance on the development as part of a multidisciplinary group including residents who access adult social care services and carers. It would also involve providers and adult social care staff. Other issues such as quality assurance work or contracts may also be brought to the attention of the Board.

Alexandra Domingue then responded to questions from the Panel:

- Asked by Cllr Connor about the membership of the new Board, Alexandra Domingue said that invitations had been sent to reference groups, carers groups and residents. It was also expected that there would be sub-groups with people joining based on their areas of experience and expertise. Cllr Lucia das Neves would be attending the Board as the Cabinet Member for Health, Social

Care & Wellbeing. It may also be appropriate to involve other Council Members on certain areas of work, particularly when related to certain localities. Cllr Connor suggested that information about this should be communicated to all Council Members so that they could have the opportunity to express their interest. **(ACTION)**

- Cllr Mason expressed support for wider engagement with local voluntary sector organisations and Alexandra Domingue said that any further suggestions of organisations that they could reach out to would be welcomed.
- Asked by Cllr Mason how success would be measured, Alexandra Domingue said that there would be various ways of doing this including the contract monitoring process and proactively obtaining feedback from service users. This could potentially happen through a resident audit team rather than directly through officers.
- Asked by Cllr Connor about support for residents in their co-production roles, Alexandra Domingue said that specification of the position of a Co-production Board member had been provided in the agenda papers and there was also some ongoing work with colleagues on the development of some formal training and ring-fenced support/debriefing. There had also been progress in bringing forward financial remuneration measures and references for future job applications and there were ongoing conversations about the most appropriate format for this.
- Helena Kania requested further details about the link between the Co-Production Board and the Joint Partnership Board. Alexandra Domingue responded that the role of Public Voice had been instrumental in sharing details about the Co-Production Board with its members and that she would welcome close working and updates between the two Boards. This could potentially include a representative of the Joint Partnership Board joining the Co-Production Board.
- Cllr Brennan commented that she was impressed by the work that had been done as outlined in the report and presentation. Cllr O'Donovan also welcomed the work, noting in particular the egalitarian approach to the Board and the specification for Board members to have had direct experience of using or caring for someone who used adult social care services.
- Cllr Iyngkaran queried whether the specification for Board members risked self-selecting a particular group of people and excluding others, for example by attracting people who were more likely to have a higher educational background, speak English as a first language and have confidence participating in a group setting. Alexandra Domingue observed that it was important to ensure that there were other mechanisms for people to participate rather than being a Board Member, that there could be separate sub-groups to focus on particular areas and there had been different types of engagement including through social media and by producing an 'easy-read' version of the terms of reference. She added that the team was particularly conscious of the

need to have a variety and depth of engagement and that this would be a focus of the development of the work in the coming year. Jon Tomlinson added that it was important to recognise that this was the start of a journey in many ways with the first meeting on 29th November and that the aim of this Board was to put service users, carers and ‘experts by experience’ in the driving seat.

Cllr Connor thanked the officers for their report and indicated that the Panel would like to receive a further update on the work of the Co-production Board after it had developed further. Vicky Murphy suggested that the appropriate timescale for this would be approximately 6 to 9 months time. **(ACTION)**

32. WORK PROGRAMME UPDATE

Scrutiny Officer, Dominic O’Brien, informed the Panel that, in addition to the latest version of the Panel’s Work Programme, the draft scope and terms of reference for a new Scrutiny Review on Digitalisation and Communications with Residents was included in the agenda pack. Since publication, it was suggested that the terms of reference be amended to clarify that communications for residents presenting with complex needs involving a multidisciplinary team was one element to be included in the Review rather than the main/only element of the Review as a whole. Cllr Connor commented that one strand of the Review would include how residents, carers/families, other organisations were kept informed of developments in a case and another strand would look at how the digitalisation of the process would work. With these amendments added, the terms of reference for the Review were approved by the Panel.

Helena Kania suggested that work in the NHS on personalisation and the involvement of residents/carers in the plan and its progression could be considered as part of the evidence gathering and would provide some further details outside of the meeting. **(ACTION)** Panel Members were reminded to provide any further feedback on the Review, including possible witnesses, by email.

RESOLVED – That the terms of reference for the amended Scrutiny Review on Digitalisation and Communications with Residents be approved.

33. DATES OF FUTURE MEETINGS

- 12th Dec 2023 (6:30pm)
- 22nd Feb 2024 (6:30pm)

CHAIR: Councillor Pippa Connor

Signed by Chair

Date

**MINUTES OF MEETING Children and Young People's Scrutiny
Panel HELD ON Monday, 13th November, 2023, 7.00 - 9.10 pm**

PRESENT:

**Councillors: Makbule Gunes (Chair), Anna Abela, Gina Adamou,
Lotte Collett and Sue Jameson**

ALSO ATTENDING: Cllr Isilar-Gosling (Online) & Lourdes Keever (Online).

13. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

14. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Cllr Mark Blake.

15. ITEMS OF URGENT BUSINESS

None

16. DECLARATIONS OF INTEREST

None

17. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None

18. MINUTES

RESOLVED

That the minutes of the meeting on 21st September were agreed as a correct record.

**19. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR CHILDREN,
EDUCATION AND FAMILIES**

The Panel received a short verbal update from the Cabinet Member for Children, Education and Families on developments within her portfolio. The Cabinet Member

then undertook a question and answer session with the Panel. The following key points were noted in relation to the verbal update:

- The Cabinet Member set out that the overspend position within the service of less than £1m was significant but was on an improving trajectory and it was hoped this position would improve further.
- The service launched the Early Years Strategy last week.
- A key development was around the government increasing amount allocated for each two-year old from £6 per hour to £9 per hour
- The government was looking to expand 15 hours of free nursery for children from 9 months old from September 2025. Early Years was going to be an increasingly key service in that context.
- Haringey had launched its first family hub, with a commitment to launch a further 3 hubs using the £3.8m funding allocation over 3 years from the government.
- The Turnaround project at Woodside High was underway. This is an early intervention scheme and links up with the very successful programme of having social workers in schools.
- The Cabinet Member advised that Ann Graham and her team were up for a national award for social workers in schools. The ceremony was on 23rd November.
- 97% of Haringey schools were Ofsted rated good or outstanding.
- The Cabinet Member set out that there had been a meeting with school governors to push the Council to take a greater role in working with schools around issues such as governance, school finance, safeguarding and cyber security.
- There was also an event with parents/carers and Council representatives, around housing and children with special educational needs.

The following arose during the discussion of this agenda item:

- a. The Panel welcomed the portfolio update from the Cabinet Member and some of the positive news contained therein.
- b. The Panel sought clarification around the Council's policy to offer Council tax reduction to care leavers up to the age of 25 and whether there were reciprocal arrangements in place for Haringey care leavers who lived in other boroughs to receive a reduction. The Panel advocated that the Council should be lobbying for this to happen. In response, the Panel was advised that the lobbying for this had been led by the London Directors of Children's Services, who were pushing London boroughs to have a joint approach, which included reciprocal arrangements around council tax discounts. Other authorities outside of London were facing pressure to also offer something similar.
- c. The Panel sought clarification about the extent to which there was a social worker in every school. In response, the Cabinet Member advised that there was not enough money to do this for every school. Secondary schools had access to a social worker in schools and that this was jointly funded by the government, the Council and the schools themselves. Officers set out that every school had a dedicated safeguarding lead and that the safeguarding partnership board could undertake visits and offer advice if schools requested it.

- d. The Panel relayed concerns from primary schools, that they found it difficult to contact social workers. In response officers asked members to pass on the details of these conversations and advised that their needed to be clear lines of communication with schools. Officers advised that there had been a realignment of family support services into three localities, each with a cluster of schools. There were nominated leads for each cluster and key information had been shared with them about management structure and who to contact. Officers clarified that there were 64 primary and early years settings in the borough, and the Council had a firm relationship with 58 of them. Of the 18 schools in the borough, the local authority had a firm relationship with 15 of these.
- e. In response to a question about recent world events and the impact on children, the Cabinet Member advised that the DfE wrote to all schools on this matter and this was followed up by a letter from the Council, setting out what was being done to support schools, to promote the Council's values around diversity, and to support schools to be impartial. A number of resources had been provided to schools and the Cabinet Member recently attended a model lesson given to Hornsey School for Girls on this issue.
- f. In regards to a follow-up question around whether there was any trauma informed work taking place in schools, especially given the access children had to graphic imagery through social media. In response, the Panel was advised that the only way for the authority to know about specific cases was through a referral. There was an education psychology service available to schools upon request. Officers also highlighted the Anchor approach, which was trauma informed training offered by the Council, which had been in place for a number of years. Assurances were given that using the right language in schools had been deeply embedded.
- g. The Panel sought clarification about the disability facilities grant and further information about eligibility and confirmation it was available to Council tenants. In response, Panel members were advised that it was managed by Adult Social Services as it was not a child specific grant, although children were eligible. Officers set out that the funding was provided by central government. Council tenants were eligible but problems existed around the length of time it took to get a resolution as it required an inspection by a surveyor. The Cabinet Member advised that she would like to have a paediatric occupational therapy specialist within Children's Services.
- h. A co-opted member of the Panel emphasised some of the terrible housing conditions that came to light during the meeting around housing and children with SEND. It was noted that some families had been waiting years.
- i. In relation to eligibility for the dedicated facilities grant, officers advised that it was available to home-owners, as well as tenants or landlords. The person had to reside in the property for the life-time of the grant that was awarded. It was a means-tested benefit for adults, but that didn't apply to children under 19 years of age. Within the SEND pages of the website, this information was available to residents.
- j. The Panel requested a written update on how decisions are made on disabled facilities grants, how child specific needs were supported and the split between children and adults in these grants. **(Action: Clerk).**

RESOLVED

Noted

20. CHILDREN'S MENTAL HEALTH AND WELLBEING

The Panel received a report and accompanying presentation on work that is being done to support the mental health and wellbeing of children and young people in Haringey, in the context of the post-pandemic period. The report was included in the agenda pack at page 9. The presentation slides were tabled at the meeting and are published in the tabled papers agenda pack at page 1. The report and presentation was introduced by Tim Miller, North Central London Integrated Care Board. Also present for this agenda item were Clive Blackwood, from Barnet, Enfield & Haringey Mental Health Trust; and Karel Stevens-Lee, North Central London Integrated Care Board. The following arose during the discussion of this agenda item:

- a. The Chair emphasised the impact that undiagnosed autism could have on people as they grew into adulthood and highlighted the importance of autism assessments within an early years setting. In response, health colleagues advised that there were 0-5 autism diagnostic services in place, and that there was a lot of autism support in schools and early years settings.
- b. The Chair queried whether there had been new services commissioned in the sector since Covid. In response, officers advised that all the services referred to in the presentation were new and that there had been significant growth in crisis and community mental health services. The Panel was advised that the mental health standard mandated that Integrated Care Boards had to invest more in mental health services than in other services. It was cautioned that it could take some time for the investment to feed through and to overcome the long-term structural underinvestment in these services.
- c. The Panel queried the information in the slides that 0.2% of cases in Haringey were eating disorders, suggesting that seemed very low. In response, health colleagues advised that they were cognisant that this seemed quite low and that there had been growth in service provision in this area. Health colleagues were also looking at how well they were informing families about the services and support on offer. It was also noted that the figures represent cases where an eating disorder had been diagnosed, and that there were probably a lot of young people who went undiagnosed. There were also young people with problems around eating that fell below the threshold of an eating disorder.
- d. In terms of numbers and provision for young people with eating disorders, the Panel was advised that there were a number of different providers. There were 50 children from the specialist community outpatient facility at the Royal Free and these cases represented quite a high threshold in terms of the severity of their illness. There was also investment being put in place around early intervention services, including a specialist provision for NCL at the Tavistock.
- e. A Panel member advised that in the past the Tavistock offered a range of services for children and their families with ASD, including youth clubs, therapeutic sessions, and sibling sessions. The Panel queried whether this broad range of services was still available. In response, health colleagues advised that they were still available but that they may be available through different providers.

- f. The Panel sought assurances that when young people went for help because they were in crisis, that there would be someone there who was mindful and compassionate of SEND specific needs. Health colleagues advised that there was specialists in place to support both SEND and neurodiversity and that acute training was undertaken with a range of providers. Health colleagues emphasised the importance of a services user's experience the first time they present when in crisis.
- g. The Chair sought clarification about the 53.3% of the caseload marked as 'other'. The Panel was advised that this was the initial referral information from the partnership and that one reason they were listed as 'other' maybe because the illness was not yet diagnosed. It was noted that it was important to view the breakdown in conjunction with wider social conditions set out in the Open Door column. The diagnostic information could be quite transitional and people's conditions could change and/or they could improve.

RESOLVED

Noted

21. CHILDREN IN CARE - PERFORMANCE UPDATE

The Panel received a report which provided key performance data relating to Looked After Children. The report was introduced by Bev Hendricks, Assistant Director for Safeguarding & Social Care, as set out in the agenda pack at pages 17 to 24. The Panel was advised that at the start of August 2023, there were 373 children in care. This represented an increase of five since March. The number of unaccompanied asylum seeker children had increased to 35, still some 20 below the national transfer scheme threshold. Family in acute stress being the reason for children coming into care had reduced to 21% down from 25%.

The following arose during the discussion of this report:

- a. The Panel thanked officers for the report. The Chair asked whether the Panel could be supplied with more information relation to employment, education and training outcomes for CIC. Officers advised that this was reported to CPAC and that information on NEETS could be brought to the panel at a future meeting, but that it would require a qualitative response, rather than just giving figures in a report.
- b. In regards to permanency of staff, officers advised that this data was monitored closely by the service and could be included in a future CIC performance update to the Panel.
- c. Officers provided assurances to Members that they were maintaining focus on ensuring that there was a stable and permanent staffing structure in place. It was noted that there had been a stable permanent structure of Heads of Service and Team Managers over the past four years. Officers advised that the agency rates within Children in Care fluctuated throughout the year.
- d. The Head of the YAS advised that her service was stable and that there were few agency staff. Officers flagged up that a huge amount of effort was put into staying with young people from when they went into the YAS at 16 until they left on their 25th birthday.

- e. Officers set out that they worked with the Civil Service and currently had 7 care leavers in apprenticeships there. There was also 3 care leavers employed at Haringey Council.
- f. 50 of Haringey's care leavers were currently in university across a range of different courses. There was also a care leaver who was expected to represent the UK at a future Olympics in the marathon event

RESOLVED

Noted

22. WORK PROGRAMME UPDATE

The Panel agreed to undertake a scrutiny review on the housing allocation policy and children with SEND. It was agreed that the review would also set out possible areas for further scrutiny work around the broader subject area of housing and children.

RESOLVED

That the work programme was noted

23. NEW ITEMS OF URGENT BUSINESS

N/A

24. DATES OF FUTURE MEETINGS

4th January 2024
20th February 2024

CHAIR: Councillor Makbule Gunes

Signed by Chair

Date

MINUTES OF MEETING Climate, Community Safety & Culture Scrutiny Panel HELD ON Monday, 6th November, 2023

PRESENT:

Councillors: Eldridge Culverwell, Luke Cawley-Harrison, Michelle Simmons-Safo (Chair) and Ibrahim Ali

ALSO ATTENDING: Ian Sygrave (Co-Optee),

Attending Online: Cllr Gina Adamou

235. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

236. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Diakides and Cllr Dunstall.

Cllr Ali attended as a substitute.

Apologies were also received from Cllr Jogee.

237. ITEMS OF URGENT BUSINESS

None.

238. DECLARATIONS OF INTEREST

None

239. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None

240. MINUTES

RESOLVED

That the minutes of the meeting on 11th September were agreed as a correct record.

241. HARINGEY CRIME PERFORMANCE AND PRIORITIES OVERVIEW

The Panel received a short explanation on the Haringey Crime Performance and Priorities Overview 2023. Haringey has a signed agreement with the Mayor's Office for Policing and Crime (MOPAC) to contribute to tackling the Mayor's priority crimes.

The following points were noted in the discussion:

- Since 2022, Haringey Council agreed to a three-year plan agreed with MOPAC. Two main key priorities included non-domestic violence/injury and robbery. Also focused on other high harm crimes such as violence, vulnerability and exploitation such as sexual violence, domestic abuse, women safety, child sexual exploitation, weapon-based crime, hate crime and anti-social behaviour with the aim to eradicate as far as possible.
- The panel was taken through the performance within the borough for several different crime-types up to September 2023. This can be seen both for the last 12 months and against the three-year baseline. Figures are highlighted in red indicating an increase and green which shows a reduction in crimes.
- The Panel noted that it was positive to see Haringey outperformed other the London change for most crime types and overall recorded crime (TNO) in the last 12 months, however TNO's has seen a 3% increase for the borough this year.
- Residential burglary has seen a 6% year on year decrease in comparison with the 1% modest reduction for London overall. Increases such as 14% increase in robbery compares favourably with the 18% overall London increase.
- Around 33,000 crimes per year in Haringey which can be understood in context with the borough population size. Approx. 1 million crimes per year in London, if this was averaged across all the London council's the figure in Haringey is around that mark.
- Ward level crime data shows that Noel Park followed by Northumberland Park, South Tottenham and Haringey ward have the highest volumes of crime, this is unsurprising. The east of the borough except for the central part, tend to have a higher volume compared with the west.
- MOPAC carried out a quarterly London wide survey around public confidence in policing. 44% of people do believe that the police do a good job in Haringey, and that's slightly below the London average, which is 48%, possibly driven by perceptions.
- Haringey's Community Safety strategy, centring around crime and anti-social behaviour, is currently being refreshed and will run from 2023-2027. Large consultations as part of this include working with community groups, residents, businesses and coordinating partnership actions.
- The Serious Violence Duty (SVD) was introduced by government through the Police, Crime, Sentencing and Courts Act 2022 and commenced on 31st January 2023. The requirements for the community safety partnership include to undertake evidence-based analysis on causes, develop strategic needs assessments and implement a strategy.

- Key violence generators and attractors in the borough include transport hubs (train, tube and buses), parks and open spaces and busy high street locations.
- Robbery and Non-Domestic VVI are also key crime types which involve young people as both victims and perpetrators.
- Overall, the volume of violence in Haringey has remained relatively stable in the short and medium term, Haringey ranked mid-table in London, and the violence analysis shows correlation between violent crime and deprivation.
- Members expressed concern about a lack of mention of Drugs and noted it is a complex issue rooted in other areas such as housing issues, homelessness and anti-social behaviour and therefore not dealt with through serious violence strands. This needs to be tackled by an area approach as drug crime manifests differently in each area.
- There were concerns around the data around drugs as police data in terms of from arrest and charge has a disproportionality element. The committee noted there are monthly performance meetings which look at hotspots for drug crime within the borough.
- Strong links with speech, language and communication needs with special educational needs as they are more likely to become victims, the partnership works closely with schools and charities to safeguard these children.
- A panel member raised concerns about accurately picking up data around the crime that happens at the border, the panel was assured that teams will work closely together around the ward boundaries issues.
- A panel member asked whether it is possible to see when the Safer Neighbourhood Team (SNT) officers moved wards on shift, if it can be identified when they move about on the day. The board was notified that since August 2023 a new system for police officers to self-report on on-the-day decisions to move from their wards, however this system relies on officers logging these incidents, there are ongoing meetings about how to get better extraction of data.

RESOLVED

Noted

242. RESPONSE TO THE BARONESS CASEY REVIEW AND A NEW MET FOR LONDON

The Panel received a presentation from the Metropolitan Police, which provided an update on the Police's response to the Baroness Casey Review and the work that was being done to reform the Metropolitan Police. The presentation was introduced by Detective Chief Superintendent Caroline Haines, the Borough Commander for the North Area BCU. Also present for this item was Superintendent Rhona Hunt, the lead for Neighbourhood Policing in the North Area BCU. The presentation was set out in the additional report pack at pages 1-16. The following arose during the discussion of this agenda item:

- a. The Panel sought assurances around the degree of autonomy that the Borough Commander possessed and the ability she had to take decisions that differed from other boroughs who may have very different challenges. In response, the Borough Commander advised that this was something that was picked up in the Casey Review and that there was a level of autonomy from the central command within the Met. An example given was around a piece of work undertaken with the Leader and Chief Executive of Haringey that was agreed centrally, to change the model of neighbourhood policing in Haringey and also change the number/allocation of officers. The Borough Commander advised the Panel that whilst the number of officers available was finite, she had the authority to allocate them as she saw fit.
- b. In regard to mental health callouts and officers having to spend long periods in hospitals waiting for cases to be triaged, the Panel raised concerns that changes in this area might be going too quickly and that this needed to be adequately communicated to partners in the health and care sector.
- c. The Panel requested data on attrition rates that was broken down by gender, sexual orientation and ethnic background. The Borough Commander advised that she would circulate this information to Members, outside of the meeting, via email. **(Action: Borough Commander)**.
- d. The Panel sought clarification as to whether Haringey had a higher number of officers who were subject to professional standards reviews. In response, the Panel was advised that the number of officers in Haringey was broadly in line with other boroughs, but that Haringey did have a higher number of officers who were on restricted duties.
- e. In response to comments about a lot of police officers being from out of London and perhaps not understanding some of the communities they served, police colleagues set out that there were a lot of officers from Haringey and North London. A number of officers did not want to police the neighbourhood they grew up in, but that there were a lot of officers in Haringey from neighbouring boroughs.
- f. The Panel sought clarification about the extent to which abstractions of neighbourhood officers were being limited, given a number of high profile demonstrations in central London in recent weeks. In response, police colleagues advised that there had inevitably been some impact on neighbourhood officers and that it was hoped that processes brought in to limit the impact of abstractions would start to take effect and that the impact would be lessened going forward.
- g. The Panel questioned the extent to which there was a target around number of SNT officers who were out on the street at a particular time, rather than being abstracted to cover policing pressures elsewhere. In response, the Panel was advised that the lead for neighbourhood policing across London had given a steer that they did not want to ringfence a particular number of police officers for abstractions as had happened in the past. Work was ongoing to agree targets for on-street officers for neighbourhood policing across London. It was anticipated that this would take a number of months to complete.

- h. The Chair highlighted the murder of Valerie Forde and sought assurances about what the police were doing to address violence against women and girls. In response, the Borough Commander acknowledged that the Met. had failed women and girls and under-represented groups in the past. The action plan set out as part of A New Met for London sought to address the police's response around VAWG. The Borough Commander advised that there was a need to rebuild trust in the community and that part of this was around finding different ways to engage with women and girls. Part of this was also around targeting resources to provide assurances around safe spaces in the borough. The Police also needed to do better in terms of detecting and prosecuting these crimes. The Panel was advised that the detection rate for serious sexual offences in Haringey was performing better than in most boroughs in London, with the detection rate going up from 3% to 13%.
- i. Superintendent Rhona Hunt commented that she had seen a shift since the Baroness Casey Review and observed that the conversation had changed. People were speaking openly about issues such as disproportionality, under protection of certain groups and of over-policing. It was suggested that there was a lot of space for these conversations to take place in the borough.
- j. In response to a follow-up question, police colleagues acknowledged that they needed to go away and think about how more support could be given to black women in particular. The police also emphasised the importance of the public having the confidence to report and the need to expand the network of third party reporting for domestic violence in general.
- k. The Panel sought assurances around how confident the police were that they would achieve the recruitment of 500 additional PCSOs across London. In response, the Borough Commander advised that the number of 500 was agreed and that she was confident that it would be achieved. The two caveats to this were; that it was dependent on being able to recruit 500 additional officers and that it was a three-year plan and MOPAC had still to agree funding for years two and three. The Borough Commander advised that priority would be given to frontline and supervisory roles. The Panel were also given assurances that new neighbourhood policing resources would be allocated across all wards as they became available.
- l. The Panel queried about retainment of existing staff and the problems that had been encountered with this. In response, the panel were advised that getting this right would start at the selection process and would also require; the operationalisation of training, having adequate support and mentoring in place and having career leads who look to recruit under-represented groups. It was also commented that the jobs market was a lot more transient that it was in the past and that many people who signed up to be police officers did it for a few years and went on to do something else.
- m. The Panel sought assurances around ward panels and the need for a more unified approach to their provision. In response, Superintendent Hunt acknowledged these concerns and advised that she had received clear feedback on this issue at a New Met for London launch event held in Haringey. The Police had secured a small pot of money to hold further thematic

consultation events in Enfield and Haringey and that community participation would be one of the themes involved.

- n. The Chair sought assurances around disproportionality in the use of Stop and Search powers, and also sought assurances that a trauma-led approach would be adopted, which allowed officers to look at their behaviour through a lens and understand the role of inherent bias. The Chair also sought assurances about what was being done to challenge officers who disproportionately used Stop and Search. In response, police colleagues advised that there was a lot of training that took place around perspectives and bias and that a lot of work was being done to tackle this issue, with both new recruits and existing police officers. The Panel was also advised that the Haringey Stop and Search monitoring group was recognised as being very active within MOPAC.

RESOLVED

Noted

243. WORK PROGRAMME UPDATE

The Panel set out that they would like a future agenda item around ASB, which included looking into how joined up the Council's response is around ASB and housing ASB. Panel Members also requested some ward level data around ASB, if it was available, and also how well the CCTV control room and other council services linked up.

The Panel requested an update on the proposed Dockless Bike rollout, depending on whether there was a substantive update available for the February meeting.

The Panel also requested a follow-up report to a future meeting on fly-tipping/the fly-tipping strategy.

RESOLVED

That the Panel noted its work plan.

244. NEW ITEMS OF URGENT BUSINESS

N/A

245. DATES OF FUTURE MEETINGS

- 19th December
- 27th February

CHAIR: Councillor Michelle Simmons-Safo

Signed by Chair

Date

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MINUTES OF MEETING Housing, Planning and Development Scrutiny Panel HELD ON Tuesday, 14th November, 2023, 6.30 pm

PRESENT:

**Councillors: Dawn Barnes, Khaled Moyeed, John Bevan and
Alexandra Worrell (Chair)**

ALSO ATTENDING:

134. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

135. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Blake and Cllr Hymas.

136. URGENT BUSINESS

None

137. DECLARATIONS OF INTEREST

None

138. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None

139. MINUTES

RESOLVED

That the minutes of the meeting on 20th September were agreed as a correct record.

140. VOIDS

The Housing Panel received a report that provided an update on key aspects of voids performance, including context on the service's past and recent performance, and also provided an update on the work in progress to improve voids performance under the Housing Improvement Plan. Accompanying the report was a presentation tabled

by officers and set out in the published tabled papers pack, that provided further information around voids performance. The report and presentation were introduced by Jahedur Rahman, Operational Director, Housing Service and Building Safety. Cllr Williams, Cabinet Member for Housing Services, Private Renters and Planning was also present for this item, along with the Director of Housing and Placemaking. The following arose during the discussion of this agenda item:

- a. The Panel sought clarification about some of the most common reasons a property became void and the reasons that a particular property might not be re-let after it became void. In response, officers advised that the Neighbourhood Moves scheme often led to chunks of voids becoming available in a particular ward as people were transferred from a regen property to a new property. The Council was looking at how it could make sure that it spent less time doing works and that it could turn properties around quicker. Officers set out that social housing properties often became available because of a death and that some of these could require extensive works as the tenant had either not reported disrepair or had undertaken renovation work themselves. Officers advised that they would like to be able to get into those properties much earlier and to undertake repairs as and when disrepair arose.
- b. The Panel queried whether there was a process in place for vulnerable tenants and their carers to report disrepair and whether this was acted upon. In response, officers advised that the Housing Management team should be aware of vulnerable tenants and that Housing officers should then be undertaking frequent checks on vulnerable residents and picking up repair issues as part of those visits.
- c. The Panel enquired about the extent to which Housing was joined-up with social services. In response, officers advised that the relationship was there and that since coming in-house Housing services had been building the relationship with colleagues in Children's and Adults. Officers advised that they would like to be able to share more of the data held by those services.
- d. The Panel sought clarification around the revised liveable standards. In response, officers advised that they had condensed the liveable standards down from around 12 pages to 4, with the aim of making them easier for residents to understand and also easier to turn around properties. An example noted of where an improvement had been made to those standards was that they now offered a much greater range of paint colours to new tenants of previously void properties. Rubber mats were offered to reduce vibrations from the washing machines of neighbouring properties and new residents were also given the chance to keep the flooring from previous tenants (as the Council did not provide flooring).
- e. In relation to a question about a disproportionate number of properties taking longer to turn around in some wards, officers advised that they would expect more void properties to come through in wards with a higher number of social housing properties. The Team had been tasked with clearing the backlog of voids and this may have an impact on how resources were targeted. In response to a follow-up, officers advised that the contractors did work according to geographic area. In general the contractors were expected to undertake major works, whilst the DLOs would work on void properties.
- f. The Panel queried about instances of squatting and whether there were any delays in turning properties around due to asbestos. In response, officers advised that there had been a number of reports of potential squatting made

- aware to officers and that there was a legal process that had to be followed for removing those squatters. Officers also acknowledged that there was a potential for delays arising from asbestos and other types of compliance works before they could be re-let.
- g. In response to a question, officers confirmed that the lettable standard did conform to the Decent Homes standard.
 - h. The Panel requested a copy of the checklist that tenants received when they moved into a property and also queried whether they were advised of where the stopcock was located. In response, officers agreed to circulate a copy of the check list to members and to clarify whether the location of the stopcock was included on the list. **(Action: Jahedur Rahman)**.
 - i. Officers also agreed to share the next set of feedback from residents about their experiences of moving in, when it was available. **(Action: Jahedur Rahman)**.
 - j. The Panel requested an update on the procurement of more contractors. In response, officers acknowledged that the tendering process took some time but provided assurances that they were hoping to award a contract very shortly.
 - k. In response to a question, officers advised that the Council did incur costs from void properties, including standing charges from utility companies.
 - l. In relation to inspections being carried out of properties when they became void, it was noted that it was possible to undertake these if sufficient notice was provided, but that in cases where a tenant died this would not be possible. Officers acknowledged that some process of pre-inspection could be introduced to speed up the transfer process but that this would not be possible in all circumstances.
 - m. Officers advised that monitoring and inspection of works carried out was done by the team leaders to ensure that repairs were done to the required standard.
 - n. A Panel Member raised a specific property on Waverley Road that had been cant for two years. Officers agreed to look into the issue and provide an update to Cllr Bevan. **(Action: Jahedur Rahman)**.
 - o. In response to a question, officers advised that there was an apprenticeship scheme in place but acknowledged that this needed to be scaled up and that there needed to be a greater focus on succession planning and development of a work force plan for the repairs service going forward.
 - p. The Panel sought assurances around the target to get back to pre-pandemic performance of 150 properties a year and whether there was any scope to be more ambitious. In response, officers advised that they were hoping to achieve void rates of 2% in 2024/45 and 1% in 2025/26. Officers commented that they hoped to achieve 1% in the latter half of 2024/25 but this would depend on when contracts were mobilised and productivity increasing.
 - q. The Panel queried the fact there were out of borough properties and why this was. In response, the Cabinet Member set out that some of these out of borough properties were long term private sector leases, some are HCBS properties and some were Haringey properties that were out of borough, such as those at Imperial Wharf at Hackney.
 - r. In response to a question around data, the Panel was advised that a lot of the issues experienced around repairs related to data integrity and sharing data. Bringing this together in one place was a huge piece of work.
 - s. The Panel questioned whether improvements to performance levels were sustainable long-term given the levels of additional investment that had been

put in. In response, officers advised that there had been pressures from the Housing repairs service taking on HCBS properties and PSL properties and that discussions were taking place to see what the Housing repairs service should focus on general need properties going forward.

- t. The Panel raised concerns about the number of properties managed by the Council increasing with 3000 new homes being built and additional properties being managed through the HCBS but that there was no additional staff to support this. In response, the Cabinet Member acknowledged that there was a resource issue within the repairs service, particularly in relation to HCBS properties and private sector lease properties. The Housing service were working to address this.

RESOLVED

Noted

141. A NEW HOUSING STRATEGY FOR HARINGEY

The Panel received a report which provided an overview of the proposed new Housing Strategy, its context, and the processes through which it had been developed. The draft Housing Strategy 2024-2029 was attached as an appendix to the report. The report set out the content of the draft Housing Strategy agreed by Cabinet in March 2022, the consultation on that Strategy carried out between September and December 2022, and the changes made to the draft Strategy as a result both of that consultation and of new financial, regulatory, and legislative contexts. The Panel were asked to provide comments on the draft Housing Strategy, in advance of December Cabinet. The report was introduced by Cllr Ruth Gordon, Cabinet Member for Council House Building, Placemaking and Local Economy as set out in the agenda pack at pages 25-138. Also present for this agenda item were David Joyce, Director Housing and Placemaking; Robbie Erbmann, Assistant Director of Housing; Hannah Adler Head of Housing Strategy and Policy; and Marc Lancaster Housing Policy & Strategy Officer. The following arose during the discussion of this agenda item:

- a. The Panel sought clarification around London Affordable Rent versus formula rent. In response, officers advised that that houses build under the previous grant programme 2016-23, would be built using London Affordable Rent. New Housing schemes built under the current 2021-26 scheme were limited to social rents using the formula. This was set by the Mayor of London's office and the Council had no control over it. It was noted that there were some limited exceptions such as building using Right to Buy receipts and possible future changes to supported housing, that may allow the Council to use LAR.
- b. A Panel member commented that he would like to see a holistic approach taken to estate improvements, so that the railings were painted at the same time as major works were undertaken. It was suggested that this approach was cheaper and caused less disruption to residents.
- c. The Panel also commended officers and the Cabinet Member on the quality of the design of schemes being built in Haringey. It was suggested that members would like to see some of the LBH schemes put forward for awards.
- d. A Panel Member commented that by not using LAR, the Council was severely limiting the number of houses that it could build. In response, officers reiterated that the GLA funding for the 2021-26 programme did not allow the Council to

- use LAR for the current scheme. Officers sought to reassure members that the Mayor was giving Haringey a very large grant settlement, one that was double the previous allocation. The AD for Housing advised that he was happy with the viability of the scheme and that there were around 500 homes in the programme.
- e. The Cabinet Member advised that part of the reason that the Mayor's Office had agreed to give Haringey a substantial settlement was due to the trust that had been built up with them, particularly in terms of the fact that LBH has started 2000 homes on site. The Cabinet Member commented that that the 3k Council homes would be a sizeable proportion of the 15k homes of all tenures needed across the borough.
 - f. The Chair sought clarification around the new strategic shift on achieving the Decent Homes standard and how this would impact the capacity of the service to undertake a holistic approach to improving existing housing estates. In response, the Panel was advised that the date was being put back and that the key focus was around ensuring that the Council was able to bring all of its homes up to Decent Homes standards. Officers set out that this reflected a recognition about what it was possible to deliver, particularly in the current financial climate, with borrowing costs having effectively doubled. The Panel agreed to put forward a recommendation that it would like the Council to return to undertaking holistic works when circumstances allowed. The Chair commented that she understood that this may take some time.
 - g. The Panel sought clarification over the fact that the report set out that there were 3641 tenants who were living in overcrowded accommodation and 3820 tenants who lived in homes that were too big for them. The Panel queried the extent to which these two groups could be switched in order to solve the problem. In response, the Cabinet Member advised that there was a programme in place to provide mentors and financial incentives to get people into smaller properties. The Cabinet Member acknowledged the importance of getting existing tenants who had a larger home that they needed to downsize but commented that it was not easy to do. Officers commented that cash incentives were offered to people to move and that there were officers who worked on supporting those with under-occupation to move on. Officers advised that an under-occupation strategy and an older persons housing strategy would be brought to Cabinet in due course.
 - h. The Panel sought clarification about whether a secure tenancy was specific to a particular property and the extent to which the Council could oblige people move home. In response, officers advised that a secure tenancy was linked to a particular property and that the residents had the right to continue living there indefinitely. All of Haringey's tenancies were secure tenancies as that was the policy of the Council. Any move to a fixed term tenancies for new tenants would require a policy change.
 - i. In relation to the 15k homes needed in the borough, the Panel sought clarification as to where the other 12k was going to come from. In response, the Cabinet Member responded that the Council had a particular focus on prioritising affordable homes, but that the figure of 15k related to homes of all tenures. Officers set out that there had been a number of large scale developments in the borough built by the private sector, such as those at Tottenham Hale. The Council's planning service processed a record number of planning schemes in the last financial year including permission for 4000

- homes in a matter of months, so there was a pipeline of schemes ready to be taken forward. Officers cautioned that the market was responding to rising borrowing costs and that this would inevitably lead to a period of lower output in terms of the number of properties being built going forward.
- j. The Panel sought assurances around the extent that these houses were addressing local need, given that an estimated 100k to 300k people moved to London each year. In response, it was acknowledged that there had been a large population increase in London since the 1980s and that had a significant impact on house prices and demand for housing. The Cabinet Member emphasised that need for the Council to build family homes in order to encourage families to move to Haringey as it directly impacted school funding formulas.
 - k. In relation to Strategic Objective three – Improving the quality of private rented sector housing, the Panel sought assurances about broadening the licensing scheme for private rented sector housing and the extent to which the Council was enforcing against bad landlords. In response, officers advised that Selective Licensing required certain conditions to be met in each ward in order for the scheme to be approved by the Secretary Of State. A lot of work was done in Haringey to build an evidence base and the evidence base showed that Haringey would not get government approval for a Selective Licensing scheme across the whole borough.
 - l. The Panel queried what could be done to support private owners to retro-fit their homes to make them more energy efficient, particularly in terms of those in conservations areas and whether there was any capacity to amend conservation area regulations. In response, officers advised that there was a legal duty on councils to preserve and enhance the character of conservation areas and that this was an issue that needed to be dealt with at the national level, particularly as the UK had some of the least energy efficient housing stock in Europe. The Council could provide information and advice to homeowners in terms of what they could do within the rules. In response to a follow up, officers advised that there was a degree of leeway in how it interpreted preserving and enhancing the character, but that external cladding on a brick built conservation area, for example, was clearly a breach of planning regulations.
 - m. In response to a question, the Cabinet Member advised that the provision of social housing was fundamental to the strategy and how the administration sought to build 15k new homes across all tenures. The extent to which the number of new social housing developments could be increased, beyond 3000, was an ongoing conversation.
 - n. The Panel sought assurances around the fact that the new homes the Council was building would be properly maintained. In response, officers advised that the homes were being built to a very high standard that no major works should be required for at least ten years. As the new homes were being built budgets were being made available to maintain the properties in the future. It was anticipated that the Council would be looking at a period of 20-30 years before significant maintenance was required. The Director added that it was also anticipated that the planned investment in existing homes would lead to reduction in maintenance costs and the example of the Noel Park pods was given, as this had seen a dramatic improvement on repair costs for those units that had been completed.

- o. The Panel sought assurances around what levers were available to the Council to support people from being pushed out of the local housing market. In response, officers advised that the Housing Strategy gives a clear view of what the required mix of housing needed in the borough was, in addition to that which the Council was building itself. The strategy set out the need for housing for rent and housing for low cost rent, especially in terms of family homes. The strategy set a clear tone around what the Council expected from developers in the borough for building low cost housing. Officers also emphasised the role the Council played in relation to acquisition of existing stock through the HCBS. The Council also had one of the best homelessness prevention teams in London. Officers also set out that there was a financial inclusion in Housing Management who work with residents who may be in financial arrears and signposted them to a range of support services.
- p. The Panel commented on the fact that the Council had not had a cyclical maintenance programme for its estates for 20 years and suggested that this was something they would like to see reinstated.
- q. In relation to Panel members expressing a degree of scepticism about repairs being carried out in future, officers provided reassurance that there was a financial model in place, through the 30 year HRA plan, that was capable of delivering what was needed. Officers acknowledged that in the past capacity and capability had been an issue, but that just as the Council had not built any new homes for 30 years and was now doing so, repairs and maintenance would become something that the Council did well. The work being done to make these improvements was set out in the Housing Improvement Plan.
- r. The Panel commented that they would like to put forward a recommendation to Cabinet around giving leaseholders 6 months' notice of payments before any major works was carried out, rather than the current 30 days' notice. Officers clarified that the 30 day notice for leaseholders on Noel Park estate was a section 20 notice, rather than a bill. This was required so that the Council could begin contracting for works. It was suggested than leaseholders had not received a bill for one to two years after the notice. Officers acknowledged that part of the problems with the works at Noel Park was that the letters were unhelpfully worded and it made the notices seem like a bill. The Panel suggested that putting forward a recommendation on this would provide additional assurances to leaseholders.

RESOLVED

- I. That the update was noted.
- II. That the above recommendations in relation the draft Housing Strategy be put forward to Cabinet.

142. STRATEGIC ASSET MANAGEMENT AND PROPERTY IMPROVEMENT PLAN UPDATE

The Panel received a report which provided an update on the progress of the Strategic Asset Management and Property Improvement Plan 2023-28 and the associated action plans, set out in appendix one of the report, which captured the recommendations from previous internal and external audit reports. The report was introduced by Cllr Ruth Gordon, Cabinet Member for Council House Building,

Placemaking and Local Economy as set out in the agenda pack at pages 139 to 202. Also present for this agenda item were David Joyce, Director of Housing and Placemaking; Jonathan Kirby, AD for Capital Projects and Property; Amanda Grosse, Head of Strategic Asset & Accommodation Management; and Sarah Lavery, Head of Property Change. The following arose during the discussion of this report:

- a. The Panel queried whether the Council would be seeking to acquire additional property/assets, rather than divesting them, and also sought clarification about whether the Council would be seeking to acquire assets outside of Haringey. In response, the Cabinet Member gave the example of Pendarren House as an asset that Haringey had outside of the borough and explained that the reason for this was that it served a strategic objective of the Council. The Council would acquire additional assets if in doing so it was serving a strategic objective. Examples of recent acquisitions were 46 homes at the Gourlay Triangle and the acquisition of property from Grainger on the Wards Corner site. Officers advised that the Council had to demonstrate a direct strategic link to its needs in order to acquire properties outside of the borough.
- b. The Panel noted that the report set out that the value of the Council's assets was £2.8 billion and queried how this compared with neighbouring authorities. In response, officers advised that this figure included everything, including school estates, not just the commercial portfolio. Officers agreed to come back with a written response to members about how the value of Haringey's assets compared to neighbouring boroughs. Officers suggested that Haringey had held on to a lot of stock, but that also came with challenges due to the age of some of the stock. **(Action: Jonathan Kirby).**
- c. The Chair sought clarification about the scope of assets captured in the Plan and whether this related to the General Fund. In response, officers emphasised the fact that the plan set up a firm structure so that any decision on acquiring or divesting an asset would go through the governance structure set out in the report. Officers advised that the assets referred to everything that was non-residential and included any acquisition or disposal of assets regardless of the category of property. This excluded council housing tenancies.
- d. The Panel queried the use of flexible capital receipts, referring to paragraphs 7.2.4 & 7.2.5 of the report, which stated that the Council intended to continue with the current stipulation that capital money could only be used on a project that delivered cost reductions or transformation, after the government loosened the rules around this. The Panel commented that it would like to see capital receipts being used on capital projects, the example given was around building an additional floor on some of the industrial units to generate more commercial income. In response, officers set out that the budgetary process determined how this money was spent and that it was ultimately the Section 151 officer who determined this. Officers clarified that there was a property review process which determined how capital receipts would be spent. Officers could submit a bid as part of the budgetary process and that this would be determined in the usual way.
- e. The Panel sought assurances about whether the Capital Projects and Property service would be able to recruit staff with the requisite skill set, given challenges in the jobs markets and the fact that roles such as surveyors were highly sought after. In response, officers acknowledged that recruitment was a challenge, but that they had been able to recruit to a number of key posts. Officers advised that they were looking at bringing through more apprentices,

growing their own staff, and use of acting-up opportunities. The Panel was advised that managers were working with HR to make the roles as attractive as possible, particularly in terms of flexible working arrangements. A number of different approaches were being taken to recruit the right skills within the team. However, the skills required did not always match up with salary expectations.

- f. The Panel raised concerns about shops on estates and the fact that the shops were often neglected when estates were refurbished, as they were managed by a different part of the Council. In response, officers acknowledged that this had been a problem in the past, but that work was being done to make property and housing more joined up, so that offices and commercial spaces were picked up when refurbishment works took place. Officers advised that work was also underway to bring hard and soft facilities management together in one place.
- g. A panel member raised an issue relating the Lindens, and the fact that the wardens office was not being renovated at the same time as the rest of the unit. In response, officers agreed to get a written response from colleagues.
(Action: Jonathan Kirby).
- h. The Chair sought clarification about what was meant by changing the shape of the property model long-term. In response, officers advised that this was about ensuring that the asset portfolio met the needs of the community and that it was fit for purpose. The example given was around large leisure centres that were purchased in the 1970s and the extent to which these still reflected the needs of residents, given people tended to use more outdoor space.

RESOLVED

Noted

143. WORK PROGRAMME UPDATE

RESOLVED

That the work programme was noted.

144. NEW ITEMS OF URGENT BUSINESS

N/A

145. DATES OF FUTURE MEETINGS

- 18 December 2023
- 26 February 2024

CHAIR: Councillor Alexandra Worrell

Signed by Chair

Date

Report for: Committee Scrutiny Panel, 9th January 2024

Item number: 8

Title: Scrutiny of the 2024/25 Draft Budget and 5 Year Medium Term Financial Strategy 2024/2029

Report authorised by: Jon Warlow, Director of Finance and Section 151 Officer

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

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 To consider and comment on the Council's 2024/25 Draft Budget and 5 Year Medium Term Financial Strategy (MTFS) 2024/2029 proposals relating to the Overview & Scrutiny Committee's remit.

2. Recommendations

- 2.1 That the Overview & Scrutiny Committee considers and provide recommendations on the Council's 2024/25 Draft Budget and 5 Year Medium Term Financial Strategy (MTFS) 2024/2029 proposals relating to the Committee's remit.

3. Background information

- 3.1 The Council's Overview and Scrutiny Procedure Rules (Constitution, Part 4, Section G) state: "The Overview and Scrutiny Committee shall undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol covering the Overview and Scrutiny Committee".
- 3.2 Also laid out in this section is that "the Chair of the Budget Scrutiny Review process will be drawn from among the opposition party Councillors sitting on the Overview and Scrutiny Committee. The Overview and Scrutiny Committee shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 6.5 of the Constitution".

4. Overview and Scrutiny Protocol

- 4.1 The Overview and Scrutiny Protocol lays out the process of Budget Scrutiny and includes the following points:

- a. The budget shall be scrutinised by each Scrutiny Review Panel, in their respective areas. Their recommendations shall go to the OSC for approval. The areas of the budget which are not covered by the Scrutiny Review Panels shall be considered by the main OSC.
- b. A lead OSC member from the largest opposition group shall be responsible for the co-ordination of the Budget Scrutiny process and recommendations made by respective Scrutiny Review Panels relating to the budget.
- c. Overseen by the lead member referred to in paragraph 4.1.b, each Scrutiny Review Panel shall hold a meeting following the release of the December Cabinet report on the Draft Budget/MTFS. Each Panel shall consider the proposals in this report, for their respective areas. The Scrutiny Review Panels may request that the Cabinet Member for Finance and/or Senior Officers attend these meetings to answer questions.
- d. Each Scrutiny Review Panel shall submit their final budget scrutiny report to the OSC meeting on 19th January 2023 containing their recommendations/proposals in respect of the budget for ratification by the OSC.
- e. The recommendations from the Budget Scrutiny process, ratified by the OSC, shall be fed back to Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/proposals made by the OSC in relation to the budget.

5. 2024/25 Draft Budget and MTFS 2024/29 – Key Messages from report considered by Cabinet on 5/12/2023

Introduction / Background

- 5.1 This sets out details of the draft General Fund (GF) Budget for 2024/25; the Medium Term Financial Strategy (MTFS) 2024/29; the draft HRA Budget 2024/25 and it's draft Business Plan including estimated income (funding) and expenditure adjustments, as well as the draft capital programmes for both funds.

General Fund Revenue Budget

- 5.2 As Members will know, the financial situation for local authorities is as difficult at this time as perhaps it has ever been, as evidenced by the increasing number of authorities who are needing, or near to issuing, a Section 114 statement regarding their inability to set a legal budget. This is the backdrop to our budgetary process for the coming year.
- 5.3 This Council, like most if not all others, is finding it extremely challenging to meet its legal obligation to put forward a balanced budget for next year. As such, the draft Budget as framed in this report at this time has not yet achieved that objective. Even after budget savings and other management actions identified through this budget round of £11m, the 2024/25 draft Budget gap in this report is £16.3m, significantly worse than the £6.3m estimated in the Budget/MTFS report from March 2023.

- 5.4 There needs to be considerable further work undertaken between now and the issue of its second and final Budget report in February 2024 which must and will present a balanced Budget to be agreed. This final Budget report will include the outcomes for the Council of a number of important developments which have yet to play out. Government announcements on 2024/25 funding for local government will not take place until after this December report is finalised and with all parts of the public sector looking for additional resources, this Council cannot rely on assumptions about any significant new funding being allocated to the sector.
- 5.5 Therefore, while this year's Budget consultation process will include budget policy changes described in this report, it must be recognised that there will be significant additional proposals included in the February Budget report.
- 5.6 Conditions in the national economy have had a more significant impact on expenditure than had been assumed when the March budget was set. Inflation has remained higher for longer than expected and the Bank of England has continued to increase interest rates in an attempt of offset this.
- 5.7 These in turn have impacted negatively on the costs of critical services, notably social care, and more costly mortgages have seen landlords leaving the buy to let market, reducing the supply of Temporary Accommodation and driving up costs.
- 5.8 High interest rates have also placed pressure on the funding of the Council's capital programme and are influencing decisions on any changes and additions for the forthcoming year. Although the inflation rate fell sharply in October to its lowest rate in two years (4.6%), this was largely due to energy prices and much of the inflationary costs associated with care services will be driven by wage increases which are likely to take longer to reduce. Furthermore, the supply chain not only for temporary accommodation but also notably for children's social care, is extremely tight leading to above inflation cost rises.
- 5.9 All these factors are driving the need for growth in Directorate budgets, predominately in the three demand led services, as evidenced by the current year's Qtr2 forecast overspend of £20.8m. This has had to be acknowledged in the preparation of the draft Budget for 2024/25, leading to a much higher budget requirement than we forecast in March.
- 5.10 In response to these economic factors, £25.5m growth has been built into this draft Budget solely for the demand led services: £20.4m for Adult social care; £3.0m for Temporary Accommodation and £2.1m for Children's.

General Fund Capital Programme

- 5.11 Investment in capital expenditure can support the Council to deliver on key priorities and can support the delivery of permanent revenue savings.

However, in the current financial climate, it is more important than ever that the Council ensures that all of its capital expenditure, investments and borrowing decisions are prudent and sustainable.

- 5.12 The current economic environment has also had major implications for the existing and future GF Capital Programme. Borrowing costs have increased and inflation has impacted the cost of raw materials and the tightness in the supply chain for capital works (labour and materials) has added both cost and time to schemes.
- 5.13 In response, the Council has undertaken a fundamental review of the existing capital programme, removing or deferring a number of schemes. A robust approach has been taken to the inclusion of any new proposed investment.
- 5.14 The impact of this rigour can be seen when comparing the latest capital programme projection to 2027/28 (£612m) with that in the agreed in March 2023 (£1,008m), a reduction of £396m.
- 5.15 The draft General Fund Capital Programme presented here totals £155.9m for 2024/25 and, while some schemes have been deferred, the Council has prioritised investment in the following:
- The Schools estate – to address identified health and safety issues
 - Leisure facilities – to increase usage and reduce carbon emissions
 - Parks - creating new biodiversity areas, tree planting, activity areas and active travel options in and around our parks.
 - Street lighting and borough roads – to deliver transport infrastructure that is safe and supports active travel options
- 5.16 Given the extent of the financial challenge still facing the authority, inevitably the draft capital programme set out in this report must continue to be under review before the final Budget/MTFS can be agreed in March.

HRA

- 5.17 The prevailing economic situation is also forecast to impact on the current HRA financial plan with increases in energy costs, inflation and interest rate rises presenting a level of challenge and difficulty in delivering the capital programmes now and the viability of our HRA in the medium to long-term.
- 5.18 To be able to invest in the management and maintenance of our homes and maintain the long-term sustainability of the HRA, the Council has reviewed its charges to tenants.
- 5.19 The draft Plans now presented, despite the forecasted challenges, maintain an adequate annual surplus providing an appropriate level of in-year financial cover.
- 5.20 The new HRA capital plan places a strong emphasis on meeting the needs of the existing tenants and addressing the condition of the existing stock. It also

focuses on the delivery of new homes, renewal of the Broadwater Farm (“BWF”) estate, carbon reduction in existing stock, and fire safety of the entire stock. Capital investment for 2024/25 alone is £238m and is geared towards maximising the use of other available resources and use of borrowing as last resort.

Dedicated Schools Budget

- 5.21 For schools, the indicative Dedicated Schools Budget (DSB) funding, which is ring fenced for the delivery of education services, is also outlined.
- 5.22 Overall, Haringey’s provisional National Funding Formula (NFF) allocation for 2024/25 is an increase of 0.81% excluding rolled in grants equivalent to £2.20m. The actual grant level is dependent on updated pupil census numbers and the final schools finance settlement which is due after the publication of this report.
- 5.23 In March 2023, Haringey was successful in joining the Department for Education (DfE) Safety Valve Programme, which targets local authorities with the highest DSG deficits to identify plans to bring spend more in line with agreed budgets over the short to medium term, in return for support to deal with historic deficits. This plan is being monitored via the quarterly finance update reports. The draft budget plans contained in this report are in line with the expectations of the Safety Valve programme.

Statutory Officers comments - Director of Finance

- 5.24 The financial planning process ensures that the Council’s finances align to the delivery of the Council’s priorities and the administration’s manifesto commitments in the medium term. In addition, it is consistent with proper arrangements for the management of the Council’s financial affairs and its obligation under section 151 of the Local Government Act 1972.
- 5.25 Ensuring the robustness of the Council’s 2024/25 budget and its MTFS 2024/25 – 2028/29 is a key function for the Council’s Section 151 Officer. This includes ensuring that the budget proposals are realistic and deliverable. As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.
- 5.26 Even after budget savings and other management actions identified through this budget round of £11.2m, the 2024/25 draft Budget gap in this report is c £16.3m, significantly worse than the £6.3m estimated in the Budget/MTFS report from March 2023. This is an exceptional and concerning position to be in, particularly this late in the annual process. This position reflects the difficult financial situation local authorities are facing, as evidenced by the increasing number of authorities who are needing, or near to issuing a Section 114 statement regarding their inability to set a legal budget. The Council’s reserves position is also lower than average for a council of this size and a medium to long term objective should be to improve on this and increase our financial resilience.

- 5.27 The Council continues to experience the impact of the conditions in the national economy and post pandemic environment. Inflation and cost of living remains high, costs of critical services increasing (particularly in care) and costly mortgages are driving up costs of Temporary Accommodation. High interest rates have also placed pressure on the funding of the Council's capital programme. All these factors are driving the need for £25.5m growth in Directorate budgets, predominately in the three demand led services, Adults, Children's and Temporary Accommodation. The impact on expenditure in these services is greater than assumed when the March budget was set and so the Council is finding it extremely challenging to meet its legal obligation to put forward a balanced budget for 2024/25 at this time.
- 5.28 Further substantial work must be conducted between now and the issuing of the final Budget report in February 2024 to identify realistic and deliverable proposals to present a balanced Budget to be agreed.
- 5.29 At the time of writing this report, the Autumn Budget Statement has just been announced and it has not been possible to incorporate any detailed implications but it would appear that it will not have any major overall impact on the estimates included in this draft Budget. Further Government announcements on 2024/25 funding for local government will not take place until after this December report is finalised and with all parts of the public sector looking for additional resources, this Council cannot rely on assumptions about any significant new funding being allocated to the sector.
- 5.30 With regard to the HRA, the draft plan presented, despite the forecasted challenges, maintains an adequate annual surplus providing an appropriate level of in year cover.
- 5.31 The formal Section 151 Officer assessment of the robustness of the council's budget, including sufficiency of contingency and reserves to provide against future risks will be made as part of the final budget report to Council in March 2024.

6. Panel Specific Material

6.1 Qtr2 2023/24 – Budget Position

Management Area	Revised 2023/24 Budget	P6 Outturn Forecast	P6 Forecast to Budget Variance	P3 Forecast to Budget Variance	Movement in Variance from P3 to P6
Committee Budgets	83,800,069	87,473,781	3,673,711	591,395	3,082,317
Corporate	49,093,109	51,829,429	2,736,320	215,113	2,521,207
Legal & Governance	3,365,177	3,903,177	538,000	210,000	328,000
Chief Executive	315,390	315,390	0	0	0
Corporate Finance	-578,431	-268,654	309,777	219,830	89,947
Strategy & Communication	139,285	192,897	53,612	128,596	-74,984
Human Resources	1,440,306	1,566,214	125,908	22,663	103,245
Digital Services	805,599	1,034,195	228,596	187,480	41,116
Corporate & Customer services	4,441,341	4,350,409	-90,932	-249,019	158,087
Transformation & Resources	484,960	484,960	0	0	0
Community Safety, Waste & Enforcement	22,013,023	21,463,337	-549,686	-339,115	-210,571
Parks & Leisure	2,280,310	2,602,426	322,116	195,846	126,270

COMMITTEE Over budget £3.6m (P3 £0.59m)

The main forecast budget variance is driven by the following service areas:

Corporate Budgets (£2.736m) - There has been a deterioration of £2.5m in the forecast since Qtr1. The change since Qtr1 is predominately due to updated Treasury forecasts, where interest payments are forecast to overspend by £5.6m due to the current level of interest. This is being partially offset by a forecast £3.8m overachievement of income on investments leaving a net £2.0m overspend. These budgets are sensitive to fairly small changes in interest rates as well as the timing of new borrowing so revised forecasts are likely for Qtr3.

The remaining £0.7m pressure is caused by bank charges and £0.458m non delivery of digital together savings.

Legal and Governance (£0.538m) is experiencing pressures in:

- Legal Services (0.29m) due to recruitment challenges and the high cost of agency staff. The service ran a recruitment drive to try to attract permanent staff members however, this ended on 22 October and had limited success. A further recruitment drive is planned.
- Coroners Service (£0.16m) due to the continued high cost of pathologists, the increased cost of body removal and the creation of an Area Coroner post. Work is being done to look at the Pathology cost and try to get a better value for money arrangement in place. However the timeline for this is likely to not be in place until the end of the financial year.
- Registrars (0.06m) which is unable to make the income targets by year end as demand remains extremely low. This reduction in demand reflects the national trend.

Corporate Finance (£0.310m) – variance is mainly due to the continued need for agency staff to fill key posts within the Corporate Finance structure.

Digital Services (£0.228m) – pressures against contract related budgets.

HR (£0.125m) - historic billing of prior years' DBS checks.

Corporate & Customer Services (-£0.160m) – a re-forecasting of staffing costs has led to an improved budget forecast position.

Parks & Leisure (£0.322m) - showing a worsened position due NNDR and salary pressures.

Community Safety, Waste & Enforcement (-£0.550m) – underspend forecast due to curtailing uncommitted maintenance and improvement works, an in-depth review of recharge income coupled with staff vacancies.

6.2 2024/25 Budget and 2024/29 Proposals

Environment and Resident Services Outturn position for 2023/24 and Budget Position for 2024/25

The directorate is forecasting an overspend of -£0.024m against its current year's revenue budget and is hoping to present a balanced position by the end of the current financial year. The overspend can be partly attributed to in-year reversals of traded services invoices to schools and a reassignment of NNDR to Leisure Services (which are one off) and additional Operational Facility Management personnel costs where the existing budget does not fully cover the cost of the service. These have been mitigated by one-off in year underspends within the Waste Management Service. The directorate has several budget pressures the most significant of which are the underachievement of the bulky waste and green garden waste income.

The directorate is proposing to undertake a range of management actions which will reduce expenditure and includes a service review, efficiencies derived from the CCTV control room upgrade and energy savings through carbon reduction plans.

The budget proposals include for growth of c£1m to meet the cost in the new leisure services provision and other minor changes. Also, the budget allows for the removal of a saving of £1.3m in the cost of waste services in 2025/26.

Culture, Strategy & Engagement Outturn position for 2023/24 and Budget Position for 2024/25

Culture, Strategy & Engagement was projecting an overspend of £0.5m at Qtr 2 with the main driver being Digital & Change which is experiencing pressures in its contracts budget as a result of sector-specific inflation as well as growth in the number of licences required on selected software products. The directorate is working to mitigate this overspend through holding staff vacancies, a reduction in agency use and a focus on income generation from marketing library spaces and additional advertising and should show a reduction by Qtr 3.

Looking to next year, Digital & Change, as the key enabling function supporting the Council's overall modernisation and service improvement, has requested revenue growth of £1.15m. This growth pressure arises from a number of factors:

- capital investment (already made or forecast to be made) and required upgrades in technology;
- unfunded new burdens arising from national changes e.g. The Big Switch Off; and
- the implications of corporate strategic decisions e.g., the expansion of HALO (the corporate service desk platform) and the move to Microsoft E5 with its advanced cyber security features.

However, Digital and Change has identified a number of management actions which should reduce the net budget required. These involve a restructure to modernise the Digital Service and reduce reliance on agency and undertaking reviews to rationalise the council's multiple IT systems, contracts and applications to provide strategic coherence, secure better value for the council and release contract and licence savings.

6.3 Service Growth (Sections 7.40 – 7.43 in Main report)

The existing MTFS contained a level of growth across the 2024-28 period which has been reviewed but confirmed as still required. The amounts by Directorate are shown in Table 7.1a below.

Table 7.1a

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Health & Communities	4,102	2,789	2,821	0	0	9,712
Children's Services	482	20	20	0	0	522
Corporate	5,656	7,106	3,400	6,900	0	23,062
Culture, Strategy & Engagement	(184)	(165)	363	(134)	0	(120)
Environment & Resident Experience	(94)	0	0	0	0	(94)
Legal and Governance	0	0	0	0	0	0
Placemaking & Housing	(605)	0	(30)	0	0	(635)
Total	9,357	9,750	6,574	6,766	0	32,447

The only actual existing growth in these services is a one-off £550k in 2026/27 for the local elections which have to be funded by local boroughs.

The remaining entries are where growth has previously been given for a specific time-limited purpose and is now planned to be removed or reduced.

Table 7.2a. New Growth proposals.

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Health & Communities	19,267	7,311	7,311	0	0	33,889
Children's Services	1,631	660	660	0	0	2,951
Corporate	1,290	3,200	2,350	0	0	6,840
Culture, Strategy & Engagement	1,150	0	0	0	0	1,150
Environment & Resident Experience	1,046	0	0	0	0	1,046
Legal and Governance	608	0	0	0	0	608
Placemaking & Housing	0	0	0	0	0	0
Total	24,992	11,171	10,321	0	0	46,484

The new growth in these services has been provided for the following:

Digital Services (£1.1m) to recognise unavoidable cost increases predominately: the National 'Big Switchoff', Audio Visual equipment, Council's internal case management software (Halo) and Microsoft E5 Cyber Security.

Leisure Services (£0.9m) has been added for delivering the Leisure management service in house.

The other growth items are to increase capacity within the Legal team, funding to reflect the increased costs of running the Coroners court along with more general pressures relating to subscriptions and levies.

The result of the above is a combined planned growth for services under the remit of the Committee of circa. £3.3m in 24/25.

Table 7.2c. Total planned growth 24/25 to 28/29.

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Health & Communities	23,369	10,100	10,132	0	0	43,601
Children's Services	2,113	680	680	0	0	3,473
Corporate	6,946	10,306	5,750	6,900	0	29,902
Culture, Strategy & Engagement	966	(165)	363	(134)	0	1,030
Environment & Resident Experience	952	0	0	0	0	952
Legal and Governance	608	0	0	0	0	608
Placemaking & Housing	(605)	0	(30)	0	0	(635)
Total	34,349	20,921	16,895	6,766	0	78,931

6.4 Budget Reduction / Savings (Section 7.44 – 7.50 in Main Report)

The existing MTFs contained a level of savings across the 2024-28 period. The planned savings by Directorate are shown in Table 7.2a below.

Management Area	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	Total
Adults, Health & Communities	6,848	3,067	(159)	(100)	0	9,656
Children's Services	1,630	230	0	0	0	1,860
Cross-Cutting	500	500	1,360	0	0	2,360
Culture, Strategy & Engagement	1,089	969	210	5	5	2,278
Environment & Resident Experience	6,974	491	1,459	(6)	44	8,962
Placemaking & Housing	470	110	70	0	0	650
Total	17,511	5,367	2,940	(101)	49	25,766

As part of the of the financial planning process all existing savings plans are reviewed and challenged robustly to ensure that they can still be met as originally agreed and if not, looks to re-profile or write off.

Table 7.2b. Highlighted are previously agreed savings that are deemed to be unachievable.

Written off Savings

Management Area	2023/24 4 £'000s	2024/25 5 £'000s	2025/26 6 £'000s	2026/27 7 £'000s	2027/28 8 £'000s	Total
Adults, Health & Communities	1,900	700	(400)	(100)	0	2,100
Culture, Strategy & Engagement			655			655
Environment & Resident Experience	15	20	1,320	0	0	1,355
Placemaking & Housing	100	100	70			270
Total	2,015	820	1,645	(100)	0	4,380

There were no “Written off savings” in the Committee area. All agreed savings have been projected to be achieved.

Directorate	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	Total
Adults, Health & Communities	4,948	2,367	241	0	0	7,556
Children's Services	1,630	230	0	0	0	1,860
Cross-Cutting	500	500	1,360	0	0	2,360
Culture, Strategy & Engagement	1,089	969	(445)	5	5	1,623
Environment & Resident Experience	6,959	471	139	(6)	44	7,607
Placemaking & Housing	370	10	0	0	0	380
Total	15,496	4,547	1,295	(1)	49	21,386

The new budget reduction / savings proposals generated through this year's financial planning process are a mixture of management actions and those that require policy decision. The former include value for money initiatives, service redesign or service restructures.

The new savings now included in this draft Budget are shown by Directorate in the 2 tables below, one covering management actions 7.2c and one the Policy proposals 7.2d.

Table 7.2c – Management Actions

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Health & Communities	500	150	0	0	0	650
Children's Services	543	90	15	15	0	663
Corporate Governance	0	0	0	0	0	0
Culture, Strategy & Engagement	30	20	0	0	0	50
Environment & Resident Experience	581	-35	82	0	0	629
Finance	250	0	100	225	200	775
Placemaking & Housing	1004	453	585	635	275	2952
Total	2,908	678	782	875	475	5,719

The management actions in these services include energy reduction costs associated with streetlighting, a council-wide review of contracts led by the Procurement service and service efficiencies within the Environment & Resident Experience directorate.

Table 7.2d. These are new identified savings, and the detailed proposals can be found in Appendix 3.

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Health & Communities	4,890	782	0	0	0	5,672
Children's Services	673	1,152	777	724	1,220	4,546
Culture, Strategy & Engagement	920	619	372	0	0	1,911
Environment & Resident Experience	1,636	53	47	39	17	1,792
Finance	0	0	0	0	0	0
Placemaking & Housing	0	0	0	0	0	0
Total	8,119	2,606	1,196	763	1,237	13,921

The savings in these Services, are mainly around a review of Digital Services capacity and existing contract renegotiation. There is also a focus on enforcement of environmental crime (ie flytipping, littering and waste licensing) and the planned removal over a number of years of the small subsidy for the New River Sports Centre.

The net impact of the above adjustments and additions is a total savings programme in Committee across the 2024-2029 period of £800k, with £368k in 2024/25.

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Health & Communities	7,757	1,173	0	0	0	8,930
Children's Services	1,446	1,242	792	739	1,220	5,439
Culture, Strategy & Engagement	1,919	194	377	5	0	2,495
Environment & Resident Experience	2,688	157	123	83	17	3,069
Finance	250	0	100	225	200	775
Placemaking & Housing	1,014	453	585	635	275	2,962
Corporate Governance	0	0	0	0	0	0
Cross-Cutting	500	1,360	0	0	0	1,860
Total	15,574	4,579	1,977	1,687	1,712	25,530

6.5 Summary Revenue Budget Position 2023-2029 (Section 7.51 – 7.55 in Main Report)

Table 7.3 Summary Revenue Budget Position 2023-2029

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Budget	Budget	Projected	Projected	Projected	Projected
Directorate	£'000	£'000	£'000	£'000	£'000	£'000
Adults, Health & Communities	108,701	120,824	132,041	140,141	140,141	140,141
Children's Services	62,949	63,304	62,742	62,630	61,491	60,271
Culture, Strategy & Engagement	33,569	32,951	32,592	32,578	32,439	32,439
Environment & Neighbourhood	14,565	18,134	21,576	21,453	21,370	21,353
Placemaking & Housing	7,829	6,310	5,857	5,242	4,607	4,332
Chief Executive	305	305	305	305	305	305
Corporate Governance	2,283	2,891	2,891	2,891	2,891	2,891
Finance	52,815	73,216	84,867	95,505	104,314	104,114
Council Cash Limit	283,017	317,935	342,872	360,746	367,559	365,847
Planned Contributions from Reserves	(3,500)	(459)	(294)	(145)	(11)	(11)
Further Savings to be Identified	-	(16,386)	(30,424)	(44,174)	(46,735)	(45,023)
Total General Fund Budget	279,517	301,090	312,154	316,427	320,813	320,813
Council Tax	(124,212)	(134,375)	(137,381)	(141,505)	(145,757)	(145,757)
RSG	(25,635)	(27,353)	(27,517)	(27,517)	(27,517)	(27,517)
Top up Business Rates	(59,451)	(63,686)	(95,991)	(95,991)	(95,991)	(95,991)

Retained Business Rates	(19,800)	(22,288)	(22,414)	(22,414)	(22,414)	(22,414)
Section 31 Grants	(21,546)	(22,251)	(0)	(0)	(0)	(0)
NNDR Surplus/(Deficit)	1,271	-	-	-	-	-
NNDR Growth	(2,000)	(2,000)	-	-	-	-
Total Main Funding	(251,374)	(271,953)	(283,303)	(287,427)	(291,679)	(291,679)
New Homes Bonus	(2,105)	(3,099)	(3,107)	(3,107)	(3,107)	(3,107)
Public Health	(21,502)	(21,502)	(21,502)	(21,502)	(21,502)	(21,502)
Other core grants	(4,536)	(4,536)	(4,536)	(4,536)	(4,536)	(4,536)
Total Core/Other External Grants	(28,143)	(29,137)	(29,145)	(29,145)	(29,145)	(29,145)
Total Income	(279,517)	(301,090)	(312,448)	(316,572)	(320,824)	(320,824)

6.4 Proposed Capital (Section 8 in Main Report)

Table 8.2: Capital expenditure plans by directorate

	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	Total (£'000)
Children's Services	28,673	24,520	5,381	5,343	300	64,216
Adults, Health & Communities	5,870	4,051	7,377	12,377	28,341	58,016
Environment & Resident Experience	21,309	13,551	15,651	13,131	11,571	75,212
Placemaking & Housing	60,365	64,138	153,782	22,959	19,672	320,915
Culture, Strategy & Engagement	43,515	36,841	11,529	1,370	500	93,756
Total General Fund (GF)	159,732	143,101	193,719	55,179	60,383	612,115
Housing (HRA)	238,222	303,689	354,954	307,358	209,605	1,413,829
Overall Total	397,955	446,790	548,673	362,538	269,988	2,025,943

It is proposed to invest £7.436m in the leisure facilities that will address health & safety issues, and essential backlog maintenance requirements to increase usage and reduce carbon emissions.

There is a proposal to increase the amount of investment in the Active Life in Parks programme, by £0.23m, and to increase the investment in the Parks Asset Management, by £0.3m. These increases are to ensure that urgent health & safety works are undertaken. In addition, there is additional necessary investment in the

Parkland Walk Bridges programme to ensure that the bridges continue to operate safely.

The Council is also investing in essential works in its 2 principal heritage assets, Bruce Castle Museum and Alexandra Palace.

Table 8.3: Financing Strategy

	General Fund Borrowing		External (£'000)	Total (£'000)
	Met from General Fund (£'000)	Self-Financing met from Savings (£'000)		
	Children's Services	26,281		
Adults, Health & Communities	3,882	45,341	8,793	58,016
Environment & Resident Experience	64,628	1,959	8,625	75,212
Placemaking & Housing	104,396	6,537	209,982	320,915
Culture, Strategy & Engagement	28,648	65,108	0	93,756
Total	227,835	124,844	259,435	612,115

The self-financing schemes will normally only proceed if they produce a reduction in expenditure that includes reductions enough to cover the cost of financing the investment. This is necessary to ensure that the investment contributes to meeting the financial challenges that the Council faces. It is noted however, that in some limited circumstances, that schemes may proceed even if they do not produce a reduction in expenditure enough to cover the cost of financing the investment.

7.0 Explanation of Appendices

- 7.1 Appendix 1 is an aide memoire to assist with the scrutiny of budget proposals including possible key lines of enquiry. This report is specifically concerned with Stage 1 (planning and setting the budget) as a key part of the overall annual financial scrutiny activity.
- 7.2 Appendix 2 is the Draft 2024/25 Budget and 2024/29 MTFS considered by Cabinet on 5th December 2023. This report sets out details of the draft General Fund (GF) Budget for 2024/25; the Medium-Term Financial Strategy (MTFS) 2024/29; the draft HRA Budget 2024/25 and its draft Business Plan including estimated income (funding) and expenditure adjustments, as well as the draft capital programmes for both funds.
- 7.3 Appendix 3 lists the previously agreed MTFS savings relevant to each Panel/Committee and details progress of delivery as at Q2 23/24.

- 7.4 Appendix 4 provides details of the new revenue budget growth proposals relevant to each Panel/Committee.
- 7.5 Appendix 5 provides details of the new revenue budget savings proposals relevant to each Panel/Committee.
- 7.6 Appendix 6 provides details of the capital investment proposals relevant to each Panel/Committee. Details of the proposed funding source are clearly identified. The Council's Capital Programme provides a framework for spend but does not constitute the approval to spend on specific projects. Approval to spend on particular projects is usually granted by cabinet decisions (e.g., contract awards). All capital projects must be fully financed before proceeding. Sources of funding/finance can be external, such as grants, or S106/CIL, or if no external funding is available, the Council can borrow to fund the project.
- 7.7 Where the Council does have to borrow to finance a project, there is an ongoing cost to the Council's revenue budget to repay the debt and pay interest on the borrowing costs. Currently, a rule of thumb is that for each £1m of capital financed by borrowing there is a c. £72k per annum revenue cost, (c.£61k last year). Many of the schemes within the capital programme are 'self-financing': these schemes are funded by borrowing however, they will generate an ongoing revenue betterment to the Council, which will offset the costs of borrowing once the scheme is completed.
- 7.8 Attention is also drawn to the 2023/24 Quarter 2 Finance Update Report presented to Cabinet on 5th December 2023 which provides a summary of the in-year budget implications facing the authority and which has informed the 2024/25 Draft Budget proposals now presented. The Council's 2023/24 Budget Book provides details of service budgets for the current year.

8 Contribution to strategic outcomes

- 8.1 The Budget Scrutiny process for 2024/25 will contribute to strategic outcomes relating to all Council priorities.

9.0 Statutory Officers comments

Finance

- 9.1 There are no financial implications arising directly from this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

Legal

- 9.2 There are no immediate legal implications arising from this report.
- 9.3 In accordance with the Council's Constitution (Part 4, Section G), the Overview and Scrutiny Committee should undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is

detailed in the Protocol, which is outside the Council's constitution, covering the Overview and Scrutiny Committee.

Equality

- 9.4 The draft Borough Plan sets out the Council's overarching commitment to tackling poverty and inequality and to working towards a fairer Borough.
- 9.5 The Council is also bound by the Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 9.6 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 9.7 Further equalities comments are provided in Appendix 2.

10. Use of Appendices

Appendix 1 – Key lines of enquiry for budget setting

Appendix 2 – 2024/25 Draft Budget and 2024/2029 Medium Term Financial Strategy Report (presented to Cabinet 5th December 2023)

Adults and Health Appendix 3 P6 – Qtr 2 2023/24 position

Adults and Health Appendix 4- New Revenue Growth Proposals

Adults and Health Appendix 5 - New Revenue Savings Proposals

Adults and Health Appendix 6 - Capital Budget Proposals

11. Local Government (Access to Information) Act 1985

None.

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Financial Scrutiny: Understanding your Role in the Budget Process

This document summarises issues and questions you should consider as part of your review of financial information. You might like to take it with you to your meetings and use it as an aide-memoir.

Overall, is the MTFS and annual budget:

- A financial representation of the council's policy framework/ priorities?
- Legal (your Section 151 Officer will specifically advise on this)?
- Affordable and prudent?

Stage 1 – planning and setting the budget

Always seek to scrutinise financial information at a strategic level and try to avoid too much detail at this stage. For example, it is better to ask whether the proposed budget is sufficient to fund the level of service planned for the year rather than asking why £x has been cut from a service budget.

Possible questions which Scrutiny members might consider –

- Are the MTFS, capital programme and revenue budget financial representations of what the council is trying to achieve?
- Does the MTFS and annual budget reflect the revenue effects of the proposed capital programme?
- How does the annual budget relate to the MTFS?
- What level of Council Tax is proposed? Is this acceptable in terms of national capping rules and local political acceptability?
- Is there sufficient money in “balances” kept aside for unforeseen needs?
- Are services providing value for money (VFM)? How is VFM measured and how does it relate to service quality and customer satisfaction?
- Have fees and charges been reviewed, both in terms of fee levels and potential demand?
- Does any proposed budget growth reflect the council's priorities?
- Does the budget contain anything that the council no longer needs to do?
- Do service budgets reflect and adequately resource individual service plans?
- Could the Council achieve similar outcomes more efficiently by doing things differently?

Stage 2 – Monitoring the budget

It is the role of “budget holders” to undertake detailed budget monitoring, and the Executive and individual Portfolio Holders will overview such detailed budget monitoring. Budget monitoring should never be carried out in isolation from service performance information. Scrutiny should assure itself that budget monitoring is being carried out but should avoid duplicating discussions and try to add value to the process. Possible questions which Scrutiny members might consider –

- What does the under/over spend mean in terms of service performance? What are the overall implications of not achieving performance targets?
- What is the forecast under/over spend at the year end?
- What plans have budget managers and/or the Portfolio Holder made to bring spending back on budget? Are these reasonable?
- Does the under/over spend signal a need for a more detailed study into the service area?

Stage 3 – Reviewing the budget

At the end of the financial year you will receive an “outturn report”. Use this to look back and think about what lessons can be learned. Then try to apply these lessons to discussions about future budgets. Possible questions which Scrutiny members might consider –

- Did services achieve what they set out to achieve in terms of both performance and financial targets?
- What were public satisfaction levels and how do these compare with budgets and spending?
- Did the income and expenditure profile match the plan, and, if not, what conclusions can be drawn?
- What are the implications of over or under achievement for the MTFS?
- Have all planned savings been achieved, and is the impact on service performance as expected?
- Have all growth bids achieved the planned increases in service performance?
- If not, did anything unusual occur which would mitigate any conclusions drawn?

How well did the first two scrutiny stages work, were they useful and how could they be improved?

Report for: Cabinet 5 December 2023

Title: Draft 2024-25 Budget and 2024-29 Medium Term Financial Strategy

Report authorised by : Jon Warlow, Director of Finance

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

Ward(s) affected: All

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

1. Describe the issue under consideration

1.1. This sets out details of the draft General Fund (GF) Budget for 2024/25; the Medium Term Financial Strategy (MTFS) 2024/29; the draft HRA Budget 2024/25 and it's draft Business Plan including estimated income (funding) and expenditure adjustments, as well as the draft capital programmes for both funds.

General Fund Revenue Budget

1.2. As Members will know, the financial situation for local authorities is as difficult at this time as perhaps it has ever been, as evidenced by the increasing number of authorities who are needing, or near to issuing, a Section 114 statement regarding their inability to set a legal budget. This is the backdrop to our budgetary process for the coming year.

1.3. This Council, like most if not all others, is finding it extremely challenging to meet its legal obligation to put forward a balanced budget for next year. As such, the draft Budget as framed in this report at this time has not yet achieved that objective. Even after budget savings and other management actions identified through this budget round of £11m, the 2024/25 draft Budget gap in this report is £16.3m, significantly worse than the £6.3m estimated in the Budget/MTFS report from March 2023.

1.4. There needs to be considerable further work undertaken between now and the issue of its second and final Budget report in February 2024 which must and will present a balanced Budget to be agreed. This final Budget report will include the outcomes for the Council of a number of important developments which have yet to play out. Government announcements on 2024/25 funding for local government will not take place until after this December report is finalised and with all parts of the public sector looking for additional resources, this Council cannot rely on assumptions about any significant new funding being allocated to the sector.

- 1.5. Therefore, while this year's Budget consultation process will include budget policy changes described in this report, it must be recognised that there will be significant additional proposals included in the February Budget report.
- 1.6. Conditions in the national economy have had a more significant impact on expenditure than had been assumed when the March budget was set. Inflation has remained higher for longer than expected and the Bank of England has continued to increase interest rates in an attempt to offset this.
- 1.7. These in turn have impacted negatively on the costs of critical services, notably social care, and more costly mortgages have seen landlords leaving the buy to let market, reducing the supply of Temporary Accommodation and driving up costs.
- 1.8. High interest rates have also placed pressure on the funding of the Council's capital programme and are influencing decisions on any changes and additions for the forthcoming year. Although the inflation rate fell sharply in October to its lowest rate in two years (4.6%), this was largely due to energy prices and much of the inflationary costs associated with care services will be driven by wage increases which are likely to take longer to reduce. Furthermore, the supply chain not only for temporary accommodation but also notably for children's social care, is extremely tight leading to above inflation cost rises.
- 1.9. All these factors are driving the need for growth in Directorate budgets, predominately in the three demand led services, as evidenced by the current year's Qtr2 forecast overspend of £20.8m. This has had to be acknowledged in the preparation of the draft Budget for 2024/25, leading to a much higher budget requirement than we forecast in March.
- 1.10. In response to these economic factors, £25.5m growth has been built into this draft Budget solely for the demand led services: £20.4m for Adult social care; £3.0m for Temporary Accommodation and £2.1m for Children's.

General Fund Capital Programme

- 1.11. Investment in capital expenditure can support the Council to deliver on key priorities and can support the delivery of permanent revenue savings. However, in the current financial climate, it is more important than ever that the Council ensures that all of its capital expenditure, investments and borrowing decisions are prudent and sustainable.
- 1.12. The current economic environment has also had major implications for the existing and future GF Capital Programme. Borrowing costs have increased and inflation has impacted the cost of raw materials and the tightness in the supply chain for capital works (labour and materials) has added both cost and time to schemes.

- 1.13. In response, the Council has undertaken a fundamental review of the existing capital programme, removing or deferring a number of schemes. A robust approach has been taken to the inclusion of any new proposed investment.
- 1.14. The impact of this rigour can be seen when comparing the latest capital programme projection to 2027/28 (£612m) with that in the agreed in March 2023 (£1,008m), a reduction of £396m.
- 1.15. The draft General Fund Capital Programme presented here totals £155.9m for 2024/25 and, while some schemes have been deferred, the Council has prioritised investment in the following:
- The Schools estate – to address identified health and safety issues
 - Leisure facilities – to increase usage and reduce carbon emissions
 - Parks - creating new biodiversity areas, tree planting, activity areas and active travel options in and around our parks.
 - Street lighting and borough roads – to deliver transport infrastructure that is safe and supports active travel options
- 1.16. Given the extent of the financial challenge still facing the authority, inevitably the draft capital programme set out in this report must continue to be under review before the final Budget/MTFS can be agreed in March.

HRA

- 1.17. The prevailing economic situation is also forecast to impact on the current HRA financial plan with increases in energy costs, inflation and interest rate rises presenting a level of challenge and difficulty in delivering the capital programmes now and the viability of our HRA in the medium to long-term.
- 1.18. To be able to invest in the management and maintenance of our homes and maintain the long-term sustainability of the HRA, the Council has reviewed its charges to tenants.
- 1.19. The draft Plans now presented, despite the forecasted challenges, maintain an adequate annual surplus providing an appropriate level of in-year financial cover.
- 1.20. The new HRA capital plan places a strong emphasis on meeting the needs of the existing tenants and addressing the condition of the existing stock. It also focuses on the delivery of new homes, renewal of the Broadwater Farm (“BWF”) estate, carbon reduction in existing stock, and fire safety of the entire stock. Capital investment for 2024/25 alone is £238m and is geared towards maximising the use of other available resources and use of borrowing as last resort.

Dedicated Schools Budget

- 1.21. For schools, the indicative Dedicated Schools Budget (DSB) funding, which is ring fenced for the delivery of education services, is also outlined.

1.22. Overall, Haringey's provisional National Funding Formula (NFF) allocation for 2024/25 is an increase of 0.81% excluding rolled in grants equivalent to £2.20m. The actual grant level is dependent on updated pupil census numbers and the final schools finance settlement which is due after the publication of this report.

1.23. In March 2023, Haringey was successful in joining the Department for Education (DfE) Safety Valve Programme, which targets local authorities with the highest DSG deficits to identify plans to bring spend more in line with agreed budgets over the short to medium term, in return for support to deal with historic deficits. This plan is being monitored via the quarterly finance update reports. The draft budget plans contained in this report are in line with the expectations of the Safety Valve programme.

2. **Cabinet Member Introduction**

2.1. Councils in England face a funding gap of £4bn over the next two years. Next year's budget is being developed against a backdrop of continued government austerity and increasing demand for the services we provide. We have had to do more for less for over the last 13 years by making our services more efficient and taking tough decisions on where we spend money. These draft proposals set out our plans for protecting services for our most vulnerable residents and investing in the local services we all rely on.

2.2. Central government has failed to provide the additional funding we need at a time when high inflation rates in particular have increased our costs. Haringey as a responsible authority has stepped up. This is demonstrated by the increased funding we are putting into the Adults, Childrens, and temporary accommodation budgets for next year. This additional spend is necessary to protect our local services. Local authorities have a legal obligation to provide these services, the rising cost of delivering these services combined with insufficient funding puts pressure on other areas of our budget.

2.3. We know that times are extremely tough for our residents. The cost-of-living crisis is not abating, prices are still rising, and energy costs will increase in January. Haringey continues to provide all the support we can to residents who are struggling.

2.4. These draft budget proposals set out our current position and we will be listening to residents' views through our budget consultation as we work to deliver a balanced budget when this is finalised in the new year.

3. **Recommendations**

3.1. It is recommended that Cabinet:

a) Note the draft General Fund revenue and capital budget proposals and financial planning assumptions set out in this report and note that they will

be refined and updated after the final Local Government Finance Settlement is received in January 2024 and to incorporate further budget changes as required;

b) Note the Draft General Fund 2024/25 Budget and MTFS 2024-29 detailed in this report and Appendix 1;

c) Note the Draft revenue and capital budget growth proposals summarised in Sections 7 and 8 and Appendices 2 and 5 and note the draft revenue savings proposals summarised in Section 7 and Appendix 3;

d) Note the Draft General Fund Capital Programme for 2024/25 to 2028/29 as set out in Appendix 4;

e) Note the Draft Housing Revenue Account (HRA) Revenue and Capital Programme proposals (which includes the proposed rents and service charges) and HRA Financial Plan as set out in Section 9;

f) Note the 2024/25 Draft Dedicated Schools Budget (DSB) and update on the DSG reserve position set out in Section 10;

g) Note that the detailed proposals will be submitted to Overview and Scrutiny Committee / Panels in December 2023 and January 2024 for scrutiny and comments;

h) Agree to commence consultation on the 2024/25 Budget and MTFS 2024-29;

i) Note that an updated General Fund and HRA 2024/25 Budget and MTFS 2024-29 will be presented to Cabinet on 06 February 2024 to be recommended for approval to the Full Council meeting taking place on 04 March 2024;

j) Delegate the final decision on whether or not to participate in the proposed 8 borough business rates pool from 1 April 2024 to the Director of Finance in conjunction with the Lead Member for Finance and Local Investment.

4. Reasons for decision

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

5. Alternative options considered

- 5.1 The Cabinet must consider how to deliver a balanced 2024-25 Budget and sustainable MTFs over the five-year period 2024-29, to be reviewed and ultimately adopted at the meeting of Full Council on 04 March 2024.
- 5.2 The Council has developed the proposals contained in this report in light of its current forecasts for future income levels and service demand. These take account of the Council's priorities; the extent of the estimated funding shortfall; the estimated impact of wider environmental factors such as inflation, interest rates, the cost of living crisis on households and, in some service areas, the legacy of the Covid-19 pandemic; and finally, the Council's overall financial position. It is this appraisal that has led to these options being presented in this report. These will be reviewed and, where necessary, updated in advance of the final Budget report being presented.
- 5.3 These proposals will be subject to consultation, both externally and through the Overview and Scrutiny process, and the outcomes of these will inform the final budget proposals.

6. **Background information and Funding Assumptions**

- 6.1 The Council has access to five main sources of funding:
- Business Rates
 - Council Tax
 - Grants
 - Fees & Charges
 - Reserves
- 6.2 Business Rates and Grant funding levels are largely driven by the outcome of Spending Reviews (SR), Budget Statements and the Local Government Finance Settlement (LGFS).
- 6.3 There has been no SR this year. At the time of writing this report, the Autumn Budget Statement has just been announced and it has not been possible to incorporate any detailed implications but it would appear that it will not have any major overall impact on the estimates included in this draft Budget.
- 6.4 The LGFS for 2024/25 is not expected to be announced until mid/late December which is after this report is published however, the LGFS last year did include a policy statement covering both 2023-24 and 2024-25. This statement set out the government's intentions for the local government finance settlement for the next 2 years, providing councils with greater certainty on key aspects of their funding to inform their budget setting process and help them to plan for the future.
- 6.5 This was helpful to a certain extent but the budget envelopes where provided were at a national level so the estimates built into the 2024/25 budget when the 2023/24 Budget and 2023-2028 MTFs was agreed in March must be treated with some caution.

Business Rates and Revenue Support Grant

- 6.6 When the new localised business rates system was introduced in 2013, it set a 'baseline' for each local authority against which growth could be measured. It was recognised that the baseline would need to be re-visited after a number of years to ensure that the incentive to grow businesses in local areas was maintained.
- 6.7 The intention was for business rates baselines to be reset from April 2020 however, both SR19 and SR20 confirmed annual delays. SR21 was silent on the reset and it wasn't implemented for 2022/23. The Government progressed with a revaluation of business rates from 1 April 2023 but the reset did not take place. Nothing further has been announced to date so the draft Budget now assumes a reset in 2025. As Haringey is a top up authority, even if this assumption proves incorrect, it is expected that a similar level of funding will accrue from a redistribution of business rates income in the form of additional/alternative grant.
- 6.8 Revenue Support Grant (RSG) and the amount provided to local government is just one part of the overall amount of funding determined during a Spending Review. However, for local authorities, since the introduction of the Business Rate Retention Scheme, Revenue Support Grant is the primary source of funding from central government and is calculated via the Settlement Funding Assessment (SFA) which consists of the local share of business rates, and Revenue Support Grant. The SFA is updated year on year in line with the change in the small business multiplier which more recently has been based on the September CPI figure. This was 6.7% in September 2023 and has been used in forecasting the funding for 2024/25.
- 6.9 The Council participated in the London Pool for three years (2018/19 – 2020/21). London chose not to continue the Pool in 2021/22 due to the significant impact that the Covid 19 pandemic had had on the business community and therefore forecast revenues. Pooling was revisited for 2022/23 and, while a London-wide pool was not deemed viable, a smaller pool consisting of Haringey and 7 other London boroughs was put into place for that year. This continued in 2023/24.
- 6.10 Modelling was undertaken during September which showed that the continuation of this 8 Borough pool is expected to have a similar financial benefit in 2024/25 to the current year of c.£2.0m. The Council has therefore already supported in principle the continuation of the smaller pool. The final decision to proceed or not does not need to be taken until 28 days after the publication of the provisional local government finance settlement and to enable final due diligence to be built into the process, as last year it is proposed that the final decision to participate in the pool is delegated to the Director of Finance in consultation with the Cabinet Member for Finance. On the strength of the modelling and recent experience, a £2m benefit has been built into the draft Budget, but for one year only.

- 6.11 Currently, the MTF5 assumes a 6.7% inflationary increase in business rates income including RSG, in 2024/25. Given the late timing of Government announcements overall funding across these budget heads from 2025/26 have been assumed as broadly flat. These figures will be reviewed for the final Budget presented in February.
- 6.12 In terms of net growth in the business rates taxbase / hereditaments, the planning assumption across the MTF5 period is that there will be no net growth. This is in line with the previous assumptions.
- 6.13 Collection rates have improved post pandemic and the current year's target is 96%. It is expected that the collection rate for 2024/25 can be set higher than that but the actual value will be confirmed in the final report.
- 6.14 The forecast income from business rates related income, including revenue support grant, is shown in table overleaf.
- 6.15 We have not felt it possible at this point to amend projections beyond 2025/26.

Table 6.1

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Revenue Support Grant	£'000	£'000	£'000	£'000	£'000	£'000
RSG	(25,635)	(27,353)	(27,517)	(27,517)	(27,517)	(27,517)
NNDR Top Up Grant	(59,451)	(63,686)	(95,991)	(95,991)	(95,991)	(95,991)
NNDR Income & Fees	(19,800)	(22,288)	(22,414)	(22,414)	(22,414)	(22,414)
Section 31 Grants	(21,546)	(22,251)	(0)	(0)	(0)	(0)
Bus Rates Pool Benefit	(2,000)	(2,000)	-	-	-	-
NNDR (Surplus)/Deficit	1,271	-	-	-	-	-
Total	(127,162)	(137,578)	(145,922)	(145,922)	(145,922)	(145,922)

Council Tax

- 6.16 The current assumptions about Council Tax are set out below.
- A 2.99% increase in Council Tax in 2024/25 after which it reduces to 1.99% across the MTF5 period.
 - A 2% increase in ASC Precept for 2024/25 after which it is assumed to discontinue.
 - The tax base is forecast to grow by 1% per annum across the whole MTF5 planning period.
 - The collection rate is assumed to continue on a post pandemic improvement and is forecast at 97% in 2024/25. This collection rate is assumed across the remainder of the MTF5 period. These assumptions will be kept under review between now and the final budget report.

- The Revenues service have been given one-off resources to focus on collection of arrears. On the back of this, a £1m additional income has been assumed as deliverable in 2024/25.

6.17 The resulting projections for Council Tax income and Band D rates are set out in Table 6.2 below. These figures are subject to confirmation of the council tax base, which is due to be finalised in January 2024 and formal Council ratification of Council Tax Rates in March 2024.

Table 6.2

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000
Taxbase before collection rate	82,823	83,038	83,868	84,707	85,554	86,410
Taxbase change	0.26%	1.00%	1.00%	1.00%	1.00%	1.00%
Taxbase for year	83,038	83,868	84,707	85,554	86,410	87,274
Collection Rate	96.00%	97.00%	97.00%	97.00%	97.00%	97.00%
Taxbase after collection rate	79,716	81,352	82,166	82,987	83,818	84,656
Council Tax increase	2.99%	2.99%	1.99%	1.99%	1.99%	1.99%
Social Care precept	2.00%	2.00%	0.00%	0.00%	0.00%	0.00%
Band D rate	1,558	1,636	1,668	1,702	1,736	1,736
Council Tax Before Surplus	124,212	133,085	137,091	141,215	145,466	146,920
Arrears Improvement		1,000				
Council Tax Yield	124,212	134,085	137,091	141,215	145,466	146,920

Grants

6.18 The Council receives a number of grants in addition to its main funding allocation. The Council is mostly allowed to use these grants to fund any council services, but some are ring-fenced, which means they can only be spent on specific services. As described earlier, it is expected that many of these grant figures will change before February.

Social Care Grants

6.19 The SR21 announced that specific grants would remain 'cash flat' and this draft Budget and MTFs assumes that for the majority of grants, this doesn't change.

6.20 There is a forecast increase in the Social Care Support Grant for 2024/25 based on the Policy statement included in the Local Government Finance Settlement, after which it flat lines. An addition to the Discharge Funding Grant is now assumed for 2024/25 after which it is forecast to cease completely.

6.21 Table 6.3 shows Social Care related grants and assumptions. It should be noted that all these social care grants have been allocated directly against the relevant service budget heads rather than being kept corporately.

Table 6.3 Social Care Grant

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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Revenue Support Grant	£'000	£'000	£'000	£'000	£'000	£'000
Better Care Fund (BCF) - (CCG Contribution)	(6,388)	(6,388)	(6,388)	(6,388)	(6,388)	(6,388)
Improved & Add'l Imp Better Care Fund (iBCF)	(9,806)	(9,806)	(9,806)	(9,806)	(9,806)	(9,806)
Social Care Support Grant	(19,261)	(22,322)	(22,322)	(22,322)	(22,322)	(22,322)
Adult Social Care Market Sustainability and Improvement Funding	(2,689)	(4,043)	(4,043)	(4,043)	(4,043)	(4,043)
Discharge Funding grant	(1,375)	(2,291)	-	-	-	-
Manual adj for rolling in of Independent Living Fund grant into overall CSP	681	-	-	-	-	-
Total	(38,837)	(44,849)	(42,558)	(42,558)	(42,558)	(42,558)

Homelessness Prevention Grant (HPG)

6.22 Last year, the Government consulted on a revised funding methodology for this grant however, no final conclusions have been reached.

6.23 In the light of this uncertainty, the draft Budget makes no adjustments to the existing grant level of £8.5m. This will be kept under review and an update provided in the final report.

Core Grants

6.24 The current assumptions about the level of Core grants anticipated to be received in 2024/25 and across the remainder of the MTFS are set out below:

- Revenue Support Grant (RSG) is a core grant but fundamentally linked to the Business Rates system and so discussed in the Section above.
- The Local Council Tax Support Administration grant and the Housing Benefit Admin grant are assumed to be cash flat but continue across the MTFS;
- The Public Health (PH) grant is currently still assumed as cash flat across the MTFS however in recent years some uplift has been applied and it is likely that this will continue for 2024/25. However, as announcements of the final value are normally received after the final budget reports, no uplift has been built into the draft budget at this point. It must be noted that this grant is ring-fenced to PH activity;
- New Homes Bonus – Government have previously indicated that the methodology for apportioning this grant would be amended or replaced entirely. The current MTFS assumed that this grant would be phased out but that a similar level of grant funding would be received. Since then, there have been indications that there may be an increase in allocation for 2024/25 and this has been built into the draft Budget. From 2025/26 it is assumed as cash flat. This funding is one of the

greatest risks regarding any further decisions at central government level around the Levelling up agenda. Final figures will be included in the February report.

- 6.25 Table 6.4 shows the Core grant values currently assumed across the MTFS period. We have not felt it possible at this point to amend projections beyond 2025/26.

Table 6.4

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Grant	£'000	£'000	£'000	£'000	£'000	£'000
Housing Benefit Admin Grant	(1,351)	(1,351)	(1,351)	(1,351)	(1,351)	(1,351)
Public Health Grant	(21,502)	(21,502)	(21,502)	(21,502)	(21,502)	(21,502)
New Homes Bonus (NHB) / Replacement Funding	(2,105)	(3,099)	(3,107)	(3,107)	(3,107)	(3,107)
Total	(24,958)	(25,952)	(25,960)	(25,960)	(25,960)	(25,960)
RSG	(25,635)	(27,353)	(27,517)	(27,517)	(27,517)	(27,517)
Total (inc. RSG)	(50,593)	(53,305)	(53,477)	(53,477)	(53,477)	(53,477)

Fees and Charges

- 6.26 The Council's policy in relation to varying external income requires service managers to review the level of fees and charges annually as part of budget setting and that charges should generally increase by the rate of inflation to maximise allowable income.
- 6.27 The setting of fees and charges, along with raising essential financial resources, can contribute to meeting the Council's objectives. Through the pricing mechanism and wider market forces, outcomes can be achieved, and services can be promoted through variable charging policies and proactive use of fees to promote or dissuade certain behaviours.
- 6.28 In the main, fees and charges are set at a level where the full cost of provision is recovered through the price structure. However, in many circumstances those charges are reduced through subsidy to meet broader Council priorities.
- 6.29 Each year the Council reviews the level of its fees and charges through consideration of a report by the Cabinet and its Licensing Committee where it is a requirement that they are considered and approved outside of the Executive.

Total External Funding	(279,517)	(301,090)	(312,448)	(316,572)	(320,824)	(320,824)
Contributions from Reserves	(3,500)	(459)	(294)	(145)	(11)	(11)
Total Funding	(283,017)	(301,549)	(312,741)	(316,716)	(320,834)	(320,834)

7. General Fund Revenue Assumptions

7.1 2023-24 Financial Performance at Qtr2

7.2 The Qtr2 forecast position of £20.9m is broadly in line with that reported in Qtr1 (£20.5m). Although the majority continues to be driven by Adults social care pressures, this figure has improved to £13.9m compared to the £17.5m reported at Qtr1. The majority of this is due to additional one-off grant funding received so cannot be assumed to continue in 2024/25. The forecast for temporary accommodation has deteriorated by £0.8m due to a small increase in the overall number of households living in temporary accommodation and increased cost of providing temporary accommodation due to limited supply. As highlighted in the Qtr1 report, the Adults social care pressure was apparent in the 2022/23 Provisional outturn report, but the temporary accommodation is an emerging pressure caused by wider economic conditions which have seen rents increase significantly and landlords leaving the market.

7.3 It must be stressed that this Council is not alone in facing budgetary pressures in these service areas; these are being felt nationally. The authority works hard each year to understand service pressures, build in growth where appropriate and possible as well as identifying efficiencies. However, the impact of inflation and restricted and short-term funding is leaving this authority and many others across the sector in an extremely difficult financial position.

7.4 In year delivery of the agreed savings programme has improved slightly at Qtr2 and, overall, £13.7m (78%) of the £17.5m is forecast to deliver. Directors continue to focus on improving the position further before the end of the year or identify mitigating solutions.

7.5 As part of ensuring that future year's budgets are as sound and deliverable as possible, a detailed review of the agreed savings 'RAG-rated' as Amber or Red either for 2023/24 or beyond has been undertaken. This has resulted in a proposal to write off 7 proposals totalling £2.8m in 2024/25 (£4.4m across the MTFS period). These are genuinely not deliverable because the original assumptions are no longer viable or are unable to deliver to the value originally intended. The impact of this decision has been recognised in the draft 2024/25 Budget.

7.6 It is not clear at this point the extent that the cost of living crisis will continue to have on residents ability to pay council tax and other fees and charges and businesses ability to pay business rates. This will be reviewed in

detail as part of the closure of the 2023/24 accounts when existing provisions for bad debt are re-calculated.

- 7.7 The impact of the forecast high levels of inflation was acknowledged when the 2023-24 Budget was set. While for non-demand led services, the estimated budget looks to be broadly sufficient, the recently agreed staff pay award is likely to require more funding than was allowed for. Inflation in the demand led services of Adults, Children's and Temporary Accommodation are all running much ahead of the forecasts, for reasons outlined above.
- 7.8 The Bank of England's strategy for reducing inflation is to increase borrowing rates, which increased steadily over the first 5 months of this year and now stands at 5.25%. This is putting pressure on the Council's repayment of debt and has led to a fundamental review of in year and future year's capital programme with a view to reducing, removing or postponing schemes fully or partially funded by Council borrowing.
- 7.9 The number of identified pressures and overall volatility is concerning and makes forecasting in year open to considerable challenges. Furthermore, many of the issues are outside the direct control of Council and many of these look to continue into at least the first part of 2024-25.
- 7.10 **The 2024/25 Budget and 2024/29 Medium Term Financial Strategy (MTFS)**
- 7.11 It became clear early on in this year that the financial situation had worsened for most local authorities, this Council included, and this has been key in shaping the approach to the financial planning work for 2024/25. There has been a further step-up in finance and budget dialogue with managers throughout the Council, and with the Cabinet individually and collectively.
- 7.12 All senior managers participated in a Budget Fortnight, aimed at identifying cross directorate savings and efficiencies or where activities were duplicated across various Directorates. The output of this activity led to a number of saving and / or cost avoidance business cases which were then shared with Cabinet.
- 7.13 Running parallel to this, Directorates were tasked with identifying any new savings proposals or management actions that could be put to Cabinet to drive further reductions in expenditure or generate additional income.
- 7.14 Appendix 3 details the current savings proposals built into the Draft Budget now presented. This report also recommends that these be shared with residents and businesses as part of the normal consultation process.
- 7.15 Despite the fact that any growth will inevitably require a higher level of savings to be identified, the Budget has had to recognise the real pressures being seen in the current year particularly in the demand led services. The majority of the growth required is to address the brought forward 2023/24

base budget pressures and to build in realistic sums to cover on-going inflationary pressures which are being compounded by lack of availability of supply. The 2024/25 Budget has undertaken extensive modelling to identify the most realistic level of spend across the care services and temporary accommodation.

- 7.16 Over and above this, growth has had to be recognised in some of the back office services such as Digital and Legal and Governance where the organisation has little choice but to protect itself from cyber attacks and provide accurate and timely legal advice. On-going high levels of interest have required additional sums to be built into the treasury and capital financing budgets.
- 7.17 The outcome of the financial planning work to date has been to identify in as full a way as possible the growth required to set realistic Directorate budgets. However, although new savings have been put forward, there is currently a forecast gap between expected expenditure and income of £16.3m.
- 7.18 With the lack of any new announcements from Government concerning additional grant or other funding support the Council cannot assume that any or all of this gap will be met externally and therefore, has commenced a further round of budget challenge work. This work will complete after the publication of this Draft 2024/25 Budget report and the outcome will be incorporated into the final 2024/25 Budget report in February.
- 7.19 **Budget Growth and Pressures**
- 7.20 The main corporate assumptions across the MTFS period are outlined below followed by a section focussing on the policy priorities and service specific items.
- 7.21 **Inflation**
- 7.22 The inflation rate for October UK inflation fell sharply in October to 4.6% (6.7% September) its lowest rate in two years, largely due to lower energy prices.
- 7.23 This is clearly a positive direction of travel and the Government still expect the Bank of England to work to bring inflation down to the 2% target as soon as possible. Forecasts for 2024/25 rates in the October update provided by the Treasury indicate that the figure could fall back to 2.5% by the end of the next financial year.
- 7.24 The **pay deal** for 2023/24 has recently been agreed at a flat rate per employee. This amounted to an average 5.4% increase. The draft Budget

assumes a 4% pay award is agreed for 2024/25 falling to 3% in 2025/26 then 2% from 2026/27 and beyond.

- 7.25 The impact of inflationary increases in the **demand led services** is addressed as part of the overall annual demand modelling exercise. This is based on an estimated 4% inflation rate for 2024/25.
- 7.26 For **all other non-pay inflation**, the assumption continues that the services will broadly have to manage within existing budgets, thus absorbing any inflationary pressures. However, in recognition that some contracts include inflation-linked increases and utility costs continue to be volatile and difficult to predict an annual allowance is built into the budget to address these items should they arise.
- 7.27 Forecasts for energy costs and major contracts for 2024/25 are lower than those for 2023/24. The estimate for 2024/25 suggests that an additional £1.6m is required, on top of that already included in the existing MTFS. Due to the various services impacted, the actual % increase is an average of 12%. From 2025/26 the budget allowance returns to a more stable figure of c. £1.6m pa.
- 7.28 All of the main inflationary assumptions will be reviewed again before the final Budget is presented in February.

Employer Pension Contributions

- 7.29 The last triennial valuation covered the period 2023-2026 showed that the Council would need to increase its contribution rate by 0.5% across each of the two years 2024/25 and 2025/26. The estimated budgetary impact was £0.6m for each year and this was built into the 2023-2029 MTFS agreed in March 2023.
- 7.30 No assumptions have yet been made about the financial impact of the next triennial valuation (2026-2029).

Treasury & Capital Financing

- 7.31 In recognition of the impact that interest rates are having on borrowing costs, additional growth of £2.3m has been built into 2024/25 with a further £6.8m across the following 3 years. This is on top of growth already assumed in the previous MTFS.
- 7.32 This impact would have been greater had the Council not undertaken the review of the existing capital programme and consequent level of proposed reductions detailed in Section 8.

Levies

- 7.33 The current assumption that all Levy costs except the North London Waste Authority (NLWA) levy will remain broadly in line with the 2023/24 figures across the period.

7.34 The NLWA meeting papers on 5th October 2023 forecast a levy of £9.75m for 2024/25 which is c. £1.0m less than the figure assumed in the last MTFS. The draft Budget has therefore been adjusted for one year only to reflect this lower figure.

7.35 The final figure will be confirmed in early February and any further adjustments built into the final Budget.

Concessionary Fares

7.36 Each London Borough funds the cost of concessionary fares (the Freedom Pass) for older residents in their borough. The annual charge is based on usage and numbers are still below the level pre-Covid pandemic. The final figure will not be received until after this report is published but all indications to this point suggest a saving against budget for an additional year. This has been built into the draft Budget.

7.37 This will be reviewed before the final report is produced in February.

Contingency

7.38 The Council holds a single corporate contingency largely to manage any slippage to the agreed budget reduction programme in any one year as well as addressing unforeseen circumstances which cannot realistically be built into budget plans. This draft Budget assumes that the contingency for 2024/25 and across the remainder of the MTFS remains at c.£7.4m.

Policy Priorities

7.39 Despite the challenges outlined in this report, this draft Budget for 2024/25:

- Ensures we can continue to meet the significant need of our most vulnerable residents – through further, year on year additional investment in Children’s, Adult’s and Temporary Accommodation services. (£25.5m in 2024/25 alone)
- Drives value for money through a significant efficiency and reform agenda – with every area of the council contributing.

Service Growth

7.40 The **existing** MTFS contained a level of growth across the 2024-28 period which has been reviewed but confirmed as still required. The amounts by Directorate are shown in Table 7.1a below.

Table 7.1a – Existing Growth

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Healths & Communities	4,102	2,789	2,821	0	0	9,712
Children's Services	482	20	20	0	0	522
Corporate	5,656	7,106	3,400	6,900	0	23,062
Culture, Strategy & Engagement	(184)	(165)	363	(134)	0	(120)
Environment & Resident Experience	(94)	0	0	0	0	(94)
Legal and Governance	0	0	0	0	0	0
Placemaking & Housing	(605)	0	(30)	0	0	(635)
Total	9,357	9,750	6,574	6,766	0	32,447

7.41 The financial planning process this year has sought to be as robust as possible recognising structural base budget issues referred to in paragraph 7.15 along with forecasts for future requirements which are largely driven by inflation, lack of supply and also the impact of writing out agreed savings that are no longer viable.

7.42 Table 7.1b below details the proposed **new growth** by Directorate.

Table 7.1b – New Growth

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Healths & Communities	19,267	7,311	7,311	0	0	33,889
Children's Services	1,631	660	660	0	0	2,951
Corporate	1,290	3,200	2,350	0	0	6,840
Culture, Strategy & Engagement	1,150	0	0	0	0	1,150
Environment & Resident Experience	1,046	0	0	0	0	1,046
Legal and Governance	608	0	0	0	0	608
Placemaking & Housing	0	0	0	0	0	0
Total	24,992	11,171	10,321	0	0	46,484

7.43 Table 7.1c below summarises the **total** additional budget growth proposed to be built into each Directorate for 2024/25 and across the remainder of the MTFS.

Table 7.1c – Total Planned Growth

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Healths & Communities	23,369	10,100	10,132	0	0	43,601
Children's Services	2,113	680	680	0	0	3,473
Corporate	6,946	10,306	5,750	6,900	0	29,902
Culture, Strategy & Engagement	966	(165)	363	(134)	0	1,030
Environment & Resident Experience	952	0	0	0	0	952
Legal and Governance	608	0	0	0	0	608

Placemaking & Housing	(605)	0	(30)	0	0	(635)
Total	34,349	20,921	16,895	6,766	0	78,931

Budget Reduction / Savings

- 7.44 The Council has previously **agreed** £8.3m savings to be delivered across the period 2024- 2028 as set out in the table below.

Table 7.2a – Previously Agreed Savings or Budget Reductions

Management Area	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	Total
Adults, Healths & Communities	6,848	3,067	(159)	(100)	0	9,656
Children's Services	1,630	230	0	0	0	1,860
Cross-Cutting	500	500	1,360	0	0	2,360
Culture, Strategy & Engagement	1,089	969	210	5	5	2,278
Environment & Resident Experience	6,974	491	1,459	(6)	44	8,962
Placemaking & Housing	470	110	70	0	0	650
Total	17,511	5,367	2,940	(101)	49	25,766

- 7.45 As is the practice in this Council, as part of the financial planning process all existing savings plans are reviewed and challenged robustly to ensure that they can still be met as originally agreed and if not, looks to re-profile or write off.
- 7.46 This outcome of this year's process is that £4.4m of **savings are no longer deemed viable and have been taken out of the draft Budget and MTFS**. These are shown by Directorate in the table below.

Table 7.2b – Removed/Written off Savings

Management Area	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	Total
Adults, Healths & Communities	1,900	700	(400)	(100)	0	2,100
Culture, Strategy & Engagement			655			655
Environment & Resident Experience	15	20	1,320	0	0	1,355
Placemaking & Housing	100	100	70			270
Total	2,015	820	1,645	(100)	0	4,380

- 7.47 The changes to the Adults, Health and Communities existing programme represents their re-articulation of their approach which is now set out in their new savings proposals. The major change in 2025/26 for Environment and Resident Experience reflects the current expectation of the implication of the introduction of the new waste management contract.

7.48 The **new budget reduction / savings proposals** generated through this year's financial planning process are a mixture of management actions and those that require policy decision. The former include value for money initiatives, service redesign or service restructures.

The new savings now included in this draft Budget are shown by Directorate in the 2 tables below, one covering management actions and one the Policy proposals.

Table 7.2c – Management Actions

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Healths & Communities	500	150	0	0	0	650
Children's Services	543	90	15	15	0	663
Corporate Governance	0	0	0	0	0	0
Culture, Strategy & Engagement	30	20	0	0	0	50
Environment & Resident Experience	581	-35	82	0	0	629
Finance	250	0	100	225	200	775
Placemaking & Housing	1004	453	585	635	275	2952
Total	2,908	678	782	875	475	5,719

Table 7.2d – New Savings

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Healths & Communities	4,890	782	0	0	0	5,672
Children's Services	673	1,152	777	724	1,220	4,546
Culture, Strategy & Engagement	920	619	372	0	0	1,911
Environment & Resident Experience	1,636	53	47	39	17	1,792
Finance	0	0	0	0	0	0
Placemaking & Housing	0	0	0	0	0	0
Total	8,119	2,606	1,196	763	1,237	13,921

7.49 The net impact of the above adjustments and additions is a total savings programme across the 2024-2029 period of £25.7m, with £15.6m for 2024/25 alone.

Table 7.2e – Total Savings and Management Actions 2024-2029

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Healths & Communities	7,757	1,173	0	0	0	8,930
Children's Services	1,446	1,242	792	739	1,220	5,439
Culture, Strategy & Engagement	1,919	194	377	5	0	2,495
Environment & Resident Experience	2,688	157	123	83	17	3,069
Finance	250	0	100	225	200	775
Placemaking & Housing	1,014	453	585	635	275	2,962
Corporate Governance	0	0	0	0	0	0
Cross-Cutting	500	1,360	0	0	0	1,860
Total	15,574	4,579	1,977	1,687	1,712	25,530

Implications of the Financial Planning Process on Directorate Budgets

7.50 Appendix 3a provides more detailed contextual information by Directorates of the impact of the 2024/25 financial planning process to date and described in the paragraphs above. It sets out the 2023/24 budget position and comments on the more significant new growth, savings and management actions now proposed.

7.51 Summary General Fund Revenue Budget Position 2024/25 – 2028/29

7.52 After taking into account the proposed amendments to existing plans and funding, the new savings and growth proposals discussed in the sections above, the current draft GF revenue Budget position for next year and across the MTFS period is set out in the table below.

7.53 The draft 2024/25 Budget currently has a budget gap of £16.3m. As made clear in sections 1 and 6.34 it is assumed that significant further work will be undertaken before the final Budget is presented and that at point the gap will be closed.

7.54 It must be recognised that this is an immense challenge.

7.55 The draft 2024/25 revenue Budget and MTFS now presented is summarised in Table 7.3 below.

Table 7.3 – Summary Revenue Budget Position 2023-2029

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Budget	Budget	Projected	Projected	Projected	Projected

Directorate	£'000	£'000	£'000	£'000	£'000	£'000
Adults, Health & Communities	108,701	120,824	132,041	140,141	140,141	140,141
Children's Services	62,949	63,304	62,742	62,630	61,491	60,271
Culture, Strategy & Engagement	33,569	32,951	32,592	32,578	32,439	32,439
Environment & Neighbourhood	14,565	18,134	21,576	21,453	21,370	21,353
Placemaking & Housing	7,829	6,310	5,857	5,242	4,607	4,332
Chief Executive	305	305	305	305	305	305
Corporate Governance	2,283	2,891	2,891	2,891	2,891	2,891
Finance	52,815	73,216	84,867	95,505	104,314	104,114
Council Cash Limit	283,017	317,935	342,872	360,746	367,559	365,847
Planned Contributions from Reserves	(3,500)	(459)	(294)	(145)	(11)	(11)
Further Savings to be Identified	-	(16,386)	(30,424)	(44,174)	(46,735)	(45,023)
Total General Fund Budget	279,517	301,090	312,154	316,427	320,813	320,813
Council Tax	(124,212)	(134,375)	(137,381)	(141,505)	(145,757)	(145,757)
Council Tax Surplus	-	-	-	-	-	-
RSG	(25,635)	(27,353)	(27,517)	(27,517)	(27,517)	(27,517)
Top up Business Rates	(59,451)	(63,686)	(95,991)	(95,991)	(95,991)	(95,991)
Retained Business Rates	(19,800)	(22,288)	(22,414)	(22,414)	(22,414)	(22,414)
Section 31 Grants	(21,546)	(22,251)	(0)	(0)	(0)	(0)
NNDR Surplus/(Deficit)	1,271	-	-	-	-	-
NNDR Growth	(2,000)	(2,000)	-	-	-	-
Total Main Funding	(251,374)	(271,953)	(283,303)	(287,427)	(291,679)	(291,679)
New Homes Bonus	(2,105)	(3,099)	(3,107)	(3,107)	(3,107)	(3,107)
Public Health	(21,502)	(21,502)	(21,502)	(21,502)	(21,502)	(21,502)
Other core grants	(4,536)	(4,536)	(4,536)	(4,536)	(4,536)	(4,536)
Total Core/Other External Grants	(28,143)	(29,137)	(29,145)	(29,145)	(29,145)	(29,145)
Total Income	(279,517)	(301,090)	(312,448)	(316,572)	(320,824)	(320,824)

Review of Assumptions and Risks Across the Budget and MTFS Period 2024-2029

- 7.56 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in March 2024 and will draw on independent assessments of the Council's financial resilience where available however, it is critical that this **Draft 2024/25 Budget** report outlines the assumptions and approach to risk taken when arriving at the budget proposals included in the draft Budget & MTFS.
- 7.57 Given the increased financial pressure that is falling upon this council's budget and the uncertain national political and economic picture, this statutory role has been acquiring more and more significance. The number and breadth of potential risks and uncertainty, particularly around the level of Government funding into the Local Government sector overall and more importantly for this Council, the long-awaited Fair Funding Review are

unprecedented. Add to this a still volatile economic situation and a general election that must take place before January 2025, underline the challenges being faced.

- 7.58 These factors clearly underline the need to keep both the budgeted contingency and the general fund reserve at current levels and, as far as practical, to keep earmarked reserves close to current levels or above.
- 7.59 The main uncertainties and risks identified to date which may or are likely to impact on the Council's budget for 2024/25 and over the period of the MTFS are:
- Detailed grant funding figures for 2024/25 and beyond have yet to be announced and are subject to the final local government settlement expected in January 2024.
 - On-going lack of multi-year funding allocations.
 - The national economic outlook, in particular if inflation continues to fall or not; interest rates levels; on-going impact of wars and unrest internationally on costs and supply chains.
 - The extent to which these factors will continue to place stress on individuals and businesses manifesting in the cost of living crisis.
 - Government legislation and policy concerning homelessness and addressing the housing crisis
 - The pace at which planned actions to increase Council-managed temporary accommodation take place
 - Delivery of the agreed Safety Valve programme strategy to agreed timetable.
 - The Levelling Up agenda and associated funding distribution methodologies could be negative for this Council's funding allocations.
 - The Council's savings programmes do not deliver the required savings, do not deliver savings quickly enough.
 - Any further deterioration in the forecast 2023/24 position including non-delivery of in year savings
 - The ability to retain and attract suitably qualified and skilled workforce hampers the delivery of the Council's ambitions.

8. **Capital Strategy & Programme**

- 8.1 This capital strategy report gives a high-level overview of how capital expenditure, capital financing, and treasury management activities contribute to the provision of public services in Haringey. It also provides an overview of

how the risks of the capital programme are managed and the implications for future financial sustainability.

- 8.2 The current economic environment has impacted the capital programme in a number of ways. Higher levels of persistent inflation and the subsequent Bank of England response by raising interest rates to tame inflation has meant that the interest that the Council pays on new borrowing undertaken to finance the capital programme (both the existing capital programme and the proposed additions) has increased significantly. The higher levels of inflation have also impacted the cost of raw materials and the tightness in the supply chain for capital works (labour and materials) which has added both cost and time to schemes. In addition, the increased costs are making it increasingly difficult to achieve self-financing business cases for those schemes where this is expected.

The current capital programme has deferred a number of schemes that were originally expected to be self-financing as they were not able to produce a business case that justified the investment. The programme also defers expenditure on a range of schemes which are not absolutely essential. When the economic environment improves, these schemes will be reviewed to assess whether or not they can be reinstated.

- 8.3 The Council's Children's Services capital programme includes investment proposals which are designed to directly address essential, immediate health & safety issues in schools which, if they were not undertaken, could lead to school closures.
- 8.4 There is increased investment in the infrastructure of the borough's parks. Again, this is to meet the immediate health & safety concerns within the park's estate. The budget also provides for significant investment in our leisure centres, £7.4m over the MTFS period, to bring them back to safe and usable condition. There is also continued investment in the Cycling & Walking Action Plan over the MTFS which is funded by external resources.
- 8.5 The Wards Corner capital budget still provides for the acquisition of properties under the CPO and to develop the scheme to inform the next phase of investment which is what is required at this stage. The process of land assembly on the Gourley Triangle scheme is continuing with Government funding. Again, this is the funding required at this time. The Selby Urban Village scheme is now being delivered in two stages. The first phase focuses on the community centre and sports facilities, whilst the second phase focuses on the housing element. The second phase will now be delivered through the housing revenue account, rather than the general fund.
- 8.6 The Council is also investing in its digital offering to bring forward transformation that delivers savings and to ensure that our customers receive the best possible service.

- 8.7 The Council continues to invest in housing through its new homes programme. This expenditure is contained within the housing revenue account (HRA) and is reported elsewhere.

Background

- 8.9 Capital expenditure in local government is defined in statute and accounting practices/codes and as such must be complied with. Within these rules, capital budgets and capital expenditure decisions offer the opportunity for the Council to profoundly affect the lives of its residents, businesses, and visitors in both the immediate and the longer term.
- 8.10 Capital programmes can shape the local environment (e.g., through the provision of new housing, traffic schemes or regeneration schemes); positively impact people's lives (e.g. through creating appropriate housing for adults with learning difficulties or investment in parks and open spaces); transform the way the Council interacts with local residents (e.g. through the libraries investment programme or proposals for locality provision); and deliver fit for purpose schools.
- 8.10 The key objectives for the Council's capital programme are to ensure that the assets that it has are fit for purpose. To deliver this, the programme is very much focused on addressing health & safety issues first and foremost and to support the corporate delivery plan, deliver the borough plan and assist the Council in meeting the service and financial challenges that it continues to face.

Capital expenditure and financing

- 8.11 Capital expenditure is where the Council spends money on a project, with the view to derive societal, service and economic benefit from the expenditure, for a period longer than twelve months. This can also include spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.
- 8.12 The table below shows a high-level summary of the Council's outline capital spending in the medium-term i.e., for the financial years 2024/25-2028/29, which shows the continued and growing capital investment that is being undertaken to support the achievement of the borough plan objectives and to improve people's lives.

Table 8.1: Capital expenditure plans overview 2024/25 - 2028/29

	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	Total (£'000)
Previously Agreed							
General Fund Account (GF)	220,900	200,102	217,103	276,220	93,859		1,008,184
Housing Revenue Account (HRA)	262,962	289,102	322,107	305,880	246,218		1,426,269
Total =	483,862	489,204	539,210	582,100	340,077		2,434,453
Proposed							
General Fund Account (GF)		159,732	143,101	193,719	55,179	60,383	612,115
Housing Revenue Account (HRA)		238,222	303,689	354,954	307,358	209,605	1,413,829
Total =		397,955	446,790	548,673	362,538	269,988	2,025,943

- 8.13 The capital programme is composed of individual directorate programmes. Within these directorate totals there are schemes and within most schemes there are individual projects. For instance, Scheme 302, Borough Roads, will contain individual projects on individual roads.
- 8.14 Where additional funding is proposed for an existing scheme, this will be added to the scheme rather than creating a new scheme. A full list of proposed additions to the capital programme are contained in appendix 5.
- 8.15 About 36% of the capital programme, is composed of schemes that are wholly financed by the Council's borrowing activity and not self-financing or met from external resources. These schemes largely reflect the statutory duties of the council. In large part these schemes are not able to attract external resources to either supplement or supplant Council borrowing as they are core to the Council's operation.

There are a limited number of schemes within the General Fund capital programme that will only proceed, if they are estimated to result in a net reduction in expenditure. That reduction will include the cost of financing the borrowing and contribute to the MTFs through making savings or increasing income. These schemes are known as self-financing schemes. The decision to proceed with these schemes will follow the production of a detailed business case that supports the investment and identifies reductions in expenditure.

- 8.16 The Children's Services capital programme is reliant on the Council undertaking external borrowing. For the period 2024/25-2028/29 the Council is planning to spend £64.2m, of which approximately £32.0m is funded through government grant leaving a borrowing and self-funding requirement of £26.3m and £5.9m respectively. The cost of the increased borrowing investment in schools falls on the Council's revenue account through increased borrowing costs.
- 8.17 The Adults, Health & Communities Services capital programme is £57.3m, of which much of the programme is self-financed at £45.3m. In addition, there is £8.8m of grant funded expenditure.

- 8.18 Within the Environment & Resident Experience directorate, the proposed capital programme for the period 2024/25-2028/29 is extremely reliant on Council borrowing and broadly estimated at £75.2m of which approximately £66.6m is financed by borrowing, and £8.6m is externally funded.
- 8.19 The Placemaking & Housing capital programme has an estimated value of £306.1m, of which £207.8m is funded externally and £6.5m is self-financing. Council borrowing in this part of the capital programme is proportionately lower than in other service areas at £91.8m. The majority of this borrowing is to match fund schemes in the South Tottenham Regeneration projects, the Wood Green Regeneration Strategy and to fund the Corporate Landlord remediation works.
- 8.21 The Culture, Strategy & Engagement capital programme is estimated at £93.8m with the majority, £65.1m funded through self-financing. £60.9m of this self-financing relates to the Civic Centre refurbishment and £4.2m relates to the Alexandra Palace – Invest to Earn capital works.
- 8.22 The inclusion of a scheme within the capital programme is not necessarily permission to spend. Most schemes will be subject to the completion of an approved business case that validates the high-level cost and time estimates contained within the programme. An integral part of the business case will be an assessment of the risks that a project faces and once a project is agreed, the review of the risk register is a standing item on the agenda for the project's governance arrangements.
- 8.24 Service managers bid annually as part of the Council's budget setting process. The bids are assessed against their response to need in relation to the Council's priorities, the asset management plan and meeting the objectives of the medium-term financial strategy (MTFS). In addition, schemes have been considered for their contribution to economic recovery, to growth, and to jobs.
- 8.25 The Housing Revenue Account (HRA) is a ring-fenced account, which ensures that the Council's housing activities are not subsidised by the Council's non-housing activities. It also ensures that the Council's non-housing activities are not subsidised by its HRA. HRA capital expenditure is recorded separately.
- 8.26 The Capital Programme for 2024/25 has considered and been reviewed to ensure that it delivers in line with the Council's Carbon Reduction ambition. There are no projects that will increase the carbon footprint of the Council. There are several projects however, where there is the opportunity that these can be designed to ensure that at the delivery stages Zero Carbon requirements will be delivered. These include:
- Construction works (such as the Parkland Walk Bridge). The procurement for these works will include carbon within the selection for materials and contractors works.

- Road Safety Programme and Highways Maintenance. To deliver transport infrastructure that is safe and supports active travel options.
- School's capital Maintenance – the Council has just completed its Energy Action Plan for its schools, and this capital funding will deliver this through including carbon reduction measures (insulation, glazing, low carbon heating) within these programmes. The budget for the primary school investment is funded through government grant.
- Active and health spaces around our schools - We are continuing the funding for our successful School Streets programme and introducing Healthy Schools Zones to improve air quality in our most polluted schools of the borough. Creating safe space and infrastructure to encourage active travel options.
- The Walking and Cycling Action Plan is continuing and is funded through external sources.

The table below details the proposed capital expenditure plans by directorate.

Table 8.2: Capital expenditure plans by directorate

	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	Total (£'000)
Children's Services	28,673	24,520	5,381	5,343	300	64,216
Adults, Health & Communities	5,870	4,051	7,377	12,377	28,341	58,016
Environment & Resident Experience	21,309	13,551	15,651	13,131	11,571	75,212
Placemaking & Housing	60,365	64,138	153,782	22,959	19,672	320,915
Culture, Strategy & Engagement	43,515	36,841	11,529	1,370	500	93,756
Total General Fund (GF)	159,732	143,101	193,719	55,179	60,383	612,115
Housing (HRA)	238,222	303,689	354,954	307,358	209,605	1,413,829
Overall Total	397,955	446,790	548,673	362,538	269,988	2,025,943

8.27 Appendix 4 includes the previously agreed schemes plus the new schemes:

H is for schemes that are funded by borrowing;

S is for schemes that are funded by the borrowing but where there are compensating savings are made in service budgets;

E is for schemes that are funded by an external party.

Where there is more than one letter, this indicates that the scheme is funded from more than one source with the source contributing the most indicated first.

Appendix 5 provides details of the new schemes. The following paragraphs provide a high-level description of each directorate's new capital proposals.

8.28 Children's Services

There is additional investment in the school estate for immediate health & safety works and continued investment in the safety valve programme to make savings in the dedicated schools grant. The Alternative Provision budget has been deferred pending detailed work on the strategy to support the budget requirement.

8.29 Adult, Health, and Communities

There are no new schemes. The Edwards Drive scheme is now planned to be delivered via the housing delivery programme, funded by the housing revenue account, rather than the general fund. The Bourgoyne Road scheme has been deferred until the GLA grant programme for this type of facility is made available to the Council. There will be a continued 'meanwhile' use on the site. The supported living scheme has been transferred to be delivered through the housing delivery programme.

8.30 Environment & Resident Experience

The existing Environment & Resident Experience capital programme is designed to make the borough a cleaner and safer place where residents can lead active and healthy lives. The proposed new capital schemes build on these priorities with additional limited investment.

It is proposed to invest £7.436m in the leisure facilities that will address health & safety issues, and essential backlog maintenance requirements to increase usage and reduce carbon emissions.

There is a proposal to increase the amount of investment in the Active Life in Parks programme, by £0.23m, and to increase the investment in the Parks Asset Management, by £0.3m. These increases are to ensure that urgent health & safety works are undertaken. In addition, there is additional necessary investment in the Parkland Walk Bridges programme to ensure that the bridges continue to operate safely. The programme also allows for the continuation of investment in street lighting and borough roads in future years to ensure that the highway is safe to use.

8.31 Placemaking & Housing

Within the placemaking and housing programme a number of schemes have been deferred as they were not able to generate a business case that supported the proposed investment. Notwithstanding that the Council is still investing in its assets,

Further investment in the Councils assets is proposed for the operational buildings to address health & safety issues to enable continued occupation and service delivery. There is investment in the commercial portfolio to ensure compliance with statutory requirements and to protect the Council's income stream through continued lettings.

8.32 Culture, Strategy & Engagement

The proposed capital programme continues the investment needed in the Council's IT assets to drive through transformation to deliver savings whilst at the same time delivering improvements to the resident experience. The Council is also investing in essential works in its 2 principal heritage assets, Bruce Castle Museum and Alexandra Palace.

8.33 Financing

All capital expenditure must be financed from either an external source (government grant or other contributions), the Council's own resources (revenue, reserves, or capital receipts) or debt (borrowing, leasing, Private Finance Initiative).

The Council's capital programme has moved to a financing strategy that seeks to ensure that investment via the capital programme is self-financing or funded from external resources wherever possible. The draft capital programme for 2023/24-2027/28 is analysed in the table below and shows that the majority of schemes being proposed (82%) are either self-financing or funded via external resources.

Table 8.3: Financing Strategy

	General Fund Borrowing		External (£'000)	Total (£'000)
	Met from General Fund	Self-Financing met from Savings		
	(£'000)	(£'000)		
Children's Services	26,281	5,900	32,035	64,216
Adults, Health & Communities	3,882	45,341	8,793	58,016
Environment & Resident Experience	64,628	1,959	8,625	75,212
Placemaking & Housing	104,396	6,537	209,982	320,915
Culture, Strategy & Engagement	28,648	65,108	0	93,756
Total	227,835	124,844	259,435	612,115

8.34 The self-financing schemes will normally only proceed if they produce a reduction in expenditure that includes reductions enough to cover the cost of financing the investment. This is necessary to ensure that the investment contributes to meeting the financial challenges that the Council faces. It is noted however, that in some limited circumstances, that schemes may proceed even if they do not produce a reduction in expenditure enough to cover the cost of financing the investment.

8.35 As debt needs to be repaid the Council is required by statute to set aside from its revenue account an annual amount sufficient to repay its borrowing. This is known as the minimum revenue provision (MRP). The estimated MRP over the MTFS period is set out below:

Table 8.4: Estimated MRP

	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)
MRP	18,676	17,677	19,002	20,069	20,980	22,306

8.36 The Council's underlying need to borrow to finance its capital programme is measured by the capital financing requirement (CFR). This increases when new debt financed capital expenditure is incurred and reduces when MRP is made. The table below shows the estimated CFR over the MTFS period.

Table 8.5: Prudential Indicator: Estimates of Capital Financing Requirement

	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)
CFR	1,375,493	1,427,202	1,706,665	2,003,734	2,286,562	2,472,311

Asset Management

8.37 The Asset Management Plan will be reported to Cabinet in Spring 2024.

Asset Disposals

8.38 When a capital asset is no longer needed, it may be sold, and the proceeds (known as capital receipts) can be spent on new assets or can be used to repay debt (it should be noted that if the asset includes “open space”, any decision on a proposed disposal will be subject to the statutory requirement to advertise and consult before a final decision can be taken and/or implemented). Repayments of grants, loans and non-treasury investments also generate capital receipts. The Council is currently permitted by legislation to spend capital receipts to deliver cost reductions and/or transformation. This is known as the flexible use of capital receipts and this flexibility is currently due to expire on the 31st March 2025.

8.39 As stated above, capital receipts can be used to fund capital expenditure or repay debt. The budget assumption is that capital receipts will not fund capital expenditure or debt repayment. It is anticipated that the capital receipts received in the MTFs period covered by the flexibility (up to 31st March 2025) will be used to deliver cost reductions and/or transformation. There is a separate policy statement and schedule of proposed initiatives to utilise capital receipts flexibly.

Treasury Management

8.40 The Council has a Treasury Management Strategy Statement (TMSS) that sets out in detail the Council’s approach to managing its cash flows, borrowing and investment activity, and the associated risks. The Capital Strategy document includes similar information from the TMSS but presents this information in the context of the Council’s capital programme and Corporate Delivery Plan.

8.41 Treasury management is the management of the Council’s investments, cash flows, its banking and capital market transaction and the effective control of the risks associated with those activities. Surplus cash is invested until required in accordance with the guidelines set out in the approved TMSS, whilst short term liquidity requirements can be met by short term borrowing from other local authorities.

Borrowing Strategy

8.42 The Council's primary objective when borrowing money is to strike a balance between securing low interest cost and achieving certainty of those costs, over the period for which the funds are required.

8.43 Projected levels of the Council's total outstanding external debt (which comprises borrowing, PFI liabilities and leasing) are shown below and compared to the CFR.

Table 8.6: Prudential Indicator: Gross Debt and the Capital Financing Requirement

	31/3/23 Actual (£'000)	31/3/24 Budget (£'000)	31/3/25 Budget (£'000)	31/3/26 Budget (£'000)	31/3/27 Budget (£'000)	31/3/28 Budget (£'000)	31/3/29 Budget (£'000)
Borrowing Debt	783,301	1,204,505	1,087,092	1,346,241	1,623,607	1,885,665	2,049,734
PFI & Lease Debt	21,967	19,471	13,189	10,552	9,852	9,151	8,450
Total Debt	805,268	1,223,976	1,100,281	1,356,794	1,633,459	1,894,816	2,058,184
Capital Financing Requirement	1,120,900	1,375,493	1,427,202	1,706,665	2,003,734	2,286,562	2,472,311

8.44 The CFR represents the Council's underlying need to borrow for capital purposes. The Council's strategy is to maintain borrowing and investments below their underlying levels, which is commonly referred to as internal borrowing. The Council has an increasing CFR due to the increasing requirement to finance its capital programmes.

Affordable Borrowing Limit

8.45 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower operational boundary is also set as a warning level should debt approach the limit. This is set out in Table 8.7 below.

Table 8.7: Prudential Indicator: Authorised limit and operational boundary for external debt

	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)
Authorised limit – borrowing	1,286,022	1,344,013	1,626,113	1,923,882	2,207,411	2,393,861
Authorised limit – PFI & leases	25,702	17,410	13,929	13,004	12,079	11,154
Authorised limit – total external debt	1,311,724	1,361,423	1,640,042	1,936,886	2,219,490	2,405,015
Operational boundary - borrowing	1,236,022	1,294,013	1,576,113	1,873,882	2,157,411	2,343,861
Operational boundary – PFI & leases	23,365	15,827	12,663	11,822	10,981	10,140
Operational boundary – total external debt	1,259,387	1,309,840	1,588,775	1,885,704	2,168,392	2,354,001

8.46 Although capital expenditure is not charged directly to the revenue account, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs. This is compared to the net revenue stream i.e., the amount funded from Council Tax, business rates and general government grants.

8.47 Table 8.8 below shows the net estimated capital financing costs based on the capital programme and the revised set of assumptions. The table also shows how these forecasts compare to the budget that is currently built into the MTFS plan.

Table 8.8: Estimated Capital Financing Costs

	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
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	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
MRP - pre 2008 expenditure	5,019	5,019	5,019	5,019	5,019	5,019
MRP - post 2008 expenditure	13,657	12,657	13,983	15,050	15,961	17,287
Total MRP	18,676	17,677	19,002	20,069	20,980	22,306
Interest Costs (General Fund)	16,946	14,996	21,319	22,943	24,438	25,626
Total Gross Capital Financing Costs (GF)	35,622	32,672	40,321	43,012	45,418	47,932
Offsetting Savings for self financing schemes	(12,714)	(1,119)	(2,743)	(3,724)	(4,235)	(5,152)
Total Net Capital Financing Costs (GF)	22,908	31,553	37,579	39,289	41,183	42,781
Interest Costs (HRA)	18,589	25,889	35,987	48,297	60,785	69,562

Table 8.9: Proportion of financing costs to net revenue stream

	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Financing Costs General Fund	35,622	32,672	40,321	43,012	45,418	47,932
Proportion of net revenue stream	12.36%	11.11%	13.45%	14.06%	14.56%	15.06%
Financing Costs HRA	18,589	25,889	35,987	48,297	60,785	69,562
Proportion of net revenue stream	16.41%	19.00%	24.32%	30.52%	36.11%	39.32%

8.48 Over the MTFS period the General Fund proportion of financing costs to net revenue stream ratio shows modest increases. These are primarily driven by the expected higher costs of new long-term borrowing that the Council will need to undertake over the MTFS. The ratio also shows significant increases

for the HRA over the MTFs. However, these increases have been modelled into the current version of the evolving HRA business plan and capital programme.

Governance

- 8.49 Decisions on treasury management investment and borrowing are made on a daily basis and are delegated to the Director of Finance. There is a further sub-delegation to members of the Director of Finance's staff to facilitate day-to-day operations. Whoever is making the decision(s) is required to act in line with the treasury management strategy as approved by full Council.

9. Housing Revenue Account (HRA)

- 9.1 The HRA is the Council's record of the income and revenue expenditure relating to council housing and related services. Under the Local Government and Housing Act 1989, the HRA is ring-fenced and cannot be subsidised by increases in council tax. Equally, any surplus in the HRA or balances held in reserves cannot be transferred to the General Fund. Since April 2012, the HRA has been self-financing. Under self-financing Councils retain all the money they receive from rent and use it to manage and maintain their homes.

Draft HRA Financial Plan Overview

- 9.2 The 30-year HRA financial plan contains a long-term assessment of the need for investment in assets, such as new homes development, existing homes acquisition, major works, and other cyclical maintenance requirements, as well as forecasts on income streams such as rents, in line with rent standards, and future developments.
- 9.3 The Plan includes the modelling of the revenue and capital implications of all planned work in the HRA to deliver council priorities and provides the basis for understanding the affordability of current capital programme delivery plans and assessing options to ensure a viable HRA over a longer period. It considers the build costs, inflation, exposure to housing market volatility and delivery capacity within the Council.
- 9.4 The increases in energy costs, inflation and interest rates rises presents a level of challenge and difficulty in delivering our capital programmes now and the viability of our HRA in the medium to long-term. The Council must agree a HRA Budget and longer-term plan which is prudent and sustainable. This plan factors in our best estimates and assumptions on interest rates and inflation, which are particularly significant for our capital programme.
- 9.5 The plan recognises that to undertake the proposed extensive development programme, the HRA must be viable now and in the future. It also recognises that there will be ongoing gateway reviews to update and test viability before future programme phases are released. One of the

measures of viability of the HRA is the annual revenue contribution to capital outlay (RCCO), which reduces the need for external borrowing. RCCO is the revenue surplus after expenditure; and it is key in assessing the HRA resilience. The financial plan seeks to maintain an ongoing £8m minimum annual surplus. This provides an appropriate level of in-year financial cover, in recognition of the risks such as changes in government policies, operational factors and those associated with an extensive development programme. The plan also assumes a year on year working balance of £20m. This increased position was established at the end of 2021/22.

9.6 In the current iteration of the financial plan, the revenue surplus is forecast at above £8m in 2024/25 and 2025/26, with surplus in the subsequent 3 years but below the £8m level, before being forecast to increase again in later years. Any unanticipated event with financial implications in those years will be managed through a call on the working balance, which is forecasted to be replenished in future years.

9.7 **The main sources of income to the HRA are Rents and Service Charges.**

9.8 **Housing rents**

9.9 The Council is required to set the rent increases in council-owned homes every year but there are strict limits for existing tenants. From 2020/21, the government has permitted Local Authorities in England to increase existing tenants' rents by no more than the Consumer Price Index (CPI), at September of the previous year, plus 1%.

9.10 On 17 November 2022, the government announced in the Autumn Statement 2022 that social housing rent increases for 2023/24 would not go up in line with the formula, instead will be capped at 7%, to help tenants with the increased cost of living.

9.11 In 2024/25, it is proposed that rents will increase by September CPI + 1%, subject to any further guidance from Central Government.

9.12 **Rents in Existing Council Homes - General Needs & Sheltered/Supported Housing**

9.13 Central Government, through the Regulator of Social Housing, prescribes the formula for both calculating social housing rents in new tenancies and the rate at which existing social rents are able to increase in each year.

9.14 The rental increase is set at September CPI plus 1%. In 2023/4 the CPI+1% rent increase would have been 11.1% however the rent increase was restricted at 7% by Central Government. In 2024/25 there is no such restriction. Therefore, the proposed rents increase in 2024/25 of 7.7% is based on September CPI of 6.7% plus 1%.

- 9.15 On this basis, the proposed average weekly rents for general needs and sheltered/supported housing will increase by £9.10 from £118.22 to £127.33 in 2024/25. There is a range of rents across different sizes of properties. The table below sets out the proposed average weekly rents by property size based on the rent increase of 7.7% for 2024/25 with effect from 1st April 2024 (the first Monday in April).

Table: Proposed Average Weekly Rent 2024/25

Number of Bedrooms	Number of Properties	Current average weekly rent 2023/24	Proposed average weekly rent 2024/25	Proposed average rent increase	Proposed percentage increase
Bedsit	130	£95.91	£103.30	£7.39	7.7%
1	5,260	£101.59	£109.41	£7.82	7.7%
2	5,133	£118.40	£127.52	£9.12	7.7%
3	3,687	£135.57	£146.01	£10.44	7.7%
4	607	£154.35	£166.23	£11.88	7.7%
5	110	£180.56	£194.46	£13.90	7.7%
6	15	£187.64	£202.09	£14.45	7.7%
7	2	£177.55	£191.22	£13.67	7.7%
All dwellings	14,944	£118.22	£127.33	£9.10	7.7%

9.16 Formula rent and Rent Caps

- 9.17 The national formula for setting social rent is intended to enable Local Authorities to set rents at a level that allows them to meet their obligations to their tenants, maintain their stock (to at least Decent Homes Standard) and continue to operate a financially viable HRA, including meeting their borrowing commitments.
- 9.18 The formula is complex and uses national average rent, relative average local earning, relative local property value, and the number of bedrooms to calculate the formula rent.
- 9.19 Formula rents are subject to a national social rent cap. The rent cap is the maximum level by which rents can be increased in any one financial year, based on the size of the property. Where the formula rent would be higher than the rent cap for a particular property, the national social rent cap must be used instead. Rent caps for 2024/25 are as shown below:

Table: 2024/25 Bedroom Rent Caps

Number of Bedrooms	2024/25 Rent Cap
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1 and bedsits	£188.04
2	£199.08
3	£210.15
4	£221.19
5	£232.26
6 or more	£243.31

9.20 Rents on New Tenancies

- 9.21 Rents for new tenancies are set according to a formula (hence the term 'formula rent'). This is for new tenancies in either a relet of an existing council home, or a newly built council home.
- 9.22 The Policy statement on rents for social housing also includes provision for social landlords to apply a 5% flexibility on formula rents: '*The government's policy recognises that registered providers should have some discretion over the rent set for individual properties, to take account of local factors and concerns, in consultation with tenants. As a result, the policy contains flexibility for registered providers to set rents at up to 5% above formula rent (10% for supported housing – as defined in paragraphs 2.39-2.40 below). If applying this flexibility, providers should ensure that there is a clear rationale for doing so which takes into account local circumstances and affordability.*'
- 9.23 The current financial climate – with high inflation rates and high interest rates – means that the Council cannot continue to meet its obligations to its tenants by investing in its stock, ensure that all homes meet at least the decent homes standard, ensure that homes meet the council's sustainability objectives and ensure homes are warm and cheaper to heat for tenants while still setting a balanced HRA. On this basis, the 2024-2029 HRA MTFs proposes applying the 5% flexibility to formula rents.
- 9.24 This would not supersede any commitments on future rent levels – for example as set out in the landlord offer for new homes at Broadwater Farm and High Road West. It would also not apply to any homes that are being delivered at London Affordable Rent. And this could not affect rents on existing tenancies which can only rise by CPI+1%.
- 9.25 Rents on new builds (apart from the categories mentioned above) and rents for re-lets of existing Council Homes are proposed to be set at formula rent plus 5% flexibility (subject to national rent cap).
- 9.26 **London Affordable Rent**
- 9.27 London Affordable Rent was introduced by the Mayor of London in 2016 as a social housing product for new affordable homes funded by Building Council Homes for Londoners (BCHFL) grant. It reflects the 2015/16 formula rent cap updated by CPI plus one per cent every year. These LAR

rents are at the same level anywhere in London. LAR homes are let by councils on secure tenancies, and by other registered providers.

9.28 The BCHFL grant programme allocated grant on the basis that homes for low-cost rent would be let at London Affordable Rent (LAR) rather than formula rent. The historically relatively low level of grant – a flat rate of £100,000 per unit – reflected that expectation.

9.29 In the 2023 HRA MTFs it was agreed to let homes build as part of the GLA's 2016-2021 programme at LAR.

9.30 The table below shows London Affordable Rents for 2024/25. This represents an uplift on 2023/24 LAR Rents by September CPI plus 1%.

9.31 **Table: 2024/25 LAR**

Number of Bedrooms	2024/25 LAR
1 and bedsits	£201.43
2	£213.26
3	£225.10
4	£236.95
5	£248.80
6 or more	£260.63

9.32 **Rents in Temporary Accommodation**

9.33 All properties acquired since 1 April 2019 for housing homeless households held in the HRA are leased to Haringey Community Benefit Society (HCBS) and let by HCBS at Local Housing Allowance (LHA) rent levels.

9.34 The HRA financial plan includes these rental incomes for a maximum period of seven (7) years from the time of acquisition. From year eight (8), it recognises incomes from these properties at formula rent, with the normal annual rent increases of CPI, as these properties are assumed will revert to the HRA after 7 years of lease.

9.35 From 1st April 2024, all other council-owned properties, in the HRA, used as temporary accommodation under a Council non-secure tenancy will have proposed rent increases of 7.7% (CPI + 1%).

9.36 **Shared Ownership Rents**

9.37 There are a small number of shared ownership properties in the HRA, and their rents are to be increased in line with their contracts, typically January

RPI +0.5%. The Government have recently announced that for new shared ownership properties the rents are to be increased by CPI +1%.

9.38 Tenants' Service Charges

9.39 In addition to rents, tenants pay charges for services they receive which are not covered by the rent.

9.40 Service charges must be set at a level that recovers the cost of the service, and no more than this. Charges are calculated by dividing the budgeted cost of providing the service to tenants by the number of tenants receiving the service. Therefore, a flat rate is charged to tenants receiving each service and the weekly amount is fixed. The amount tenants pay increases where the cost of providing the service is anticipated to increase. Equally, charges are reduced when the cost of providing the service reduces or where there has been an over-recovery in the previous year.

9.41 In the past years, service charge increases have been capped at CPI plus 1%, apart from last year where service charges were generally capped at 10% instead of 11.1% (CPI plus 1%) and most energy related service charges were capped at 75% of the cost.

9.42 This approach was taken so as to ensure that rises in rent and service charges were consistent. In the event that this rise meant that the council would have recovered more than the cost of providing that service, service charges were capped to ensure that no more than this was recouped.

9.43 This is in line with guidance in the rent standard – which sets out that registered providers should endeavour to keep increases for service charges within the limit on rent changes, of September CPI +1%. However, the overarching service charging principle is for an authority to recover the cost of the service, and no more than this.

9.44 Service charges are covered by housing benefit and Universal Credit, so any tenant in receipt of these benefits will have these costs covered.

9.45 Having increased service charges on the above basis for a number of years, it is proposed in 2024/25 that we revert to full cost recovery service charges. The services tenants currently pay for are listed below:

- Concierge
- Grounds maintenance
- Caretaking
- Street sweeping (Waste collection)
- Estates road maintenance
- Light and power (Communal lighting)
- TV aerial maintenance

- Door entry system maintenance
- Sheltered housing cleaning service
- Good neighbour cleaning service
- Window cleaning service.
- Converted properties cleaning
- Heating

9.46 Tenants living in sheltered and supported housing also pay the following additional support charges:

- Sheltered Housing Charge
- Good Neighbour Charge
- Additional Good Neighbour Charge

9.47 The applicable charges proposed for 2024/25 is as shown in the table below:

Table – Proposed Tenants’ Service Charges with effect from 1st April 2024 (2024/25)

Tenants' Service Charges	Current Weekly Charge 2023/24	Proposed Weekly Charge 2024/25	Increase / Decrease	
Property Charges :				
Concierge	£20.28	£26.62	£6.34	31%
Grounds Maintenance	£3.40	£3.47	£0.07	2%
Caretaking	£5.19	£7.62	£2.43	47%
Street Sweeping	£5.98	£8.57	£2.59	43%
Estates Road maintenance	£0.68	£0.77	£0.09	13%
Communal Lighting (Light & Power)	£5.57	£4.04	-£1.53	-27%
TV aerial maintenance	£0.38	£0.41	£0.03	9%
Door entry system maintenance	£1.03	£1.11	£0.08	8%
Sheltered housing cleaning service	£2.13	£2.48	£0.35	16%
Good neighbour cleaning service	£1.51	£1.76	£0.25	17%
Window cleaning	£0.63	£0.67	£0.04	6%
Converted properties cleaning	£2.05	£3.93	£1.88	92%
Sheltered Housing Blocks Heating	£19.31	£18.33	-£0.98	-5%
Garton House / Lowry House Heating	£15.78	£15.33	-£0.45	-3%
Ferry Lane Estate / Runcorn Heating	£23.46	£21.83	-£1.63	-7%
Rosa Luxemburg - District Heating 8	£9.56	£7.14	-£2.42	-25%
William Atkinson House Heating	£20.60	£19.45	-£1.15	-6%
Broadwater Farm DEN Heating	£22.49	£21.11	-£1.38	-6%
Welbourne (Walter Tull House) DEN Heating	£11.45	£8.54	-£2.91	-25%
Support Charges :				
Sheltered Housing Charge	£32.38	£33.40	£1.02	3%
Good Neighbour Charge	£14.47	£14.93	£0.46	3%
Good Neighbour Charge (Stokley Court)	£17.62	£18.17	£0.55	3%

9.48 Heating charges

9.49 The heating charges reflect the projected usage in the blocks and projected energy rates for 2024/25. To protect tenants from a sharp increase some of the approved 2023/24 heating charges included a 25% discount. In 2024/25 no equivalent discount has been applied as the proposed charges are based on full cost recovery, However the current intelligence from the Council's energy supplier (Laser) is that costs in 2024/25 are expected to be approximately 26% lower than costs in 2023/24 and this has been reflected in the proposed charges in the table above.

9.50 Broadwater Farm and Welbourne heating charges are included as an indication of the average weekly cost as both sites are expected to have metered charges from the latter part of 2023/24.

9.51 Where properties are on metered heating, the charges will be based on usage for each property and proposed tariffs as detailed in the table below.

Table – Proposed Metered Tariffs with effect from 1st April 2024 (2024/25)

Metered blocks (same tariff applies to all sites)	Current Tariff 2023/24	Proposed Tariff 2024/25	Increase / Decrease	
Weekly standing charge (£/wk)	£3.65	£3.65	£0.00	0%
Price per unit of heat (pence/kWh)	8.01p	7.90p	-0.11p	-1%

9.52 Rent Consultation

9.53 As part of the budget consultation, tenants will be given the opportunity to express their views on the adoption of rent flexibility for new tenancies. There is no requirement for tenant consultation on existing rents and service charge increases (but there is a duty to notify tenants of such increases once a decision has been made). Haringey Council's rents are set in accordance with government rent standard and no new charges are being introduced for the tenants' service charges. Tenants must be given at least four weeks' notice before the new rents and service charges for 2024/25 start on 1st April 2024.

9.54 HRA Tenants Support Fund

9.55 Recognising the impact that service charge increases in this report may have on HRA tenants, it is recommended that a new support fund is established. The form of support to be provided from this fund will be addressed in a separate report with the decision making delegated to the Director of Housing & Place making in liaison with the Cabinet Member for Housing services, Private renters, and Planning. It is proposed that this be funded from the £20m HRA working balance and the replenishment of the working balance to its full level be redressed in the subsequent periods.

9.56 Draft HRA Expenditure

9.57 Significant items of expenditure in the HRA include the management cost (£30.7m), repairs cost (£23.8m), capital financing charge (£25.9m) and depreciation (£22.6m). These four items constitute 76% (£103m) of the total HRA expenditure (£136m) in 2024/25. The capital financing charge is the interest on HRA loans and internal funding and is budgeted at £7m above the 2023/24 level due to higher interest rate forecast for next year's potential borrowings. Depreciation is a cash charge to the HRA to reflect the need to finance the replacement of components within HRA homes over time. The depreciation charges to the HRA are transferred into the Major Repairs Reserve (MRR). The Major Repairs Reserve is used to build up capital sums that can be used to finance the capital programme.

9.58 The proposed HRA capital programme supports the delivery of over £2bn investment in our existing stock over the next 30 years, and the delivery of over 3,000 new council homes by March 2031.

9.59 There are of course risks such as the impact of the current inflation and interest rate rises on collection of rent, capacity to build, and overall sustainability of the HRA. However, these risks have been factored into this

iteration of the HRA budget/MTFS. The budget/MTFS forecasts revenue contribution to capital outlay (RCCO) above the set minimum of £8m in 2024/25 and 2025/26. The RCCO falls below this level in the last three periods of the MTFS and bounces back, after this period. The financial plan recognises the management of the risks in those periods via the use of working balance which currently stands at £20m.

9.60 Draft HRA 5 Years MTFS (2024/25-2028/29)

9.61 This report sets out the proposed HRA 5 years Budget/MTFS in the Table below. It accommodates the scale of development presently assumed within the business and financial planning in terms of its impact of the future years HRA revenue position. It also takes into consideration the current inflation and interest rates and its impact in next year's rent charges. The HRA budget for 2024/25 is a balanced budget with a revenue contribution to capital (RCCO) of £8.8m.

9.62 The table below shows the Draft HRA 5-Year Revenue Budget (2024/25 – 2008/29)

Table – Draft HRA 5-Year Revenue Budget (2024/25 – 2028/29)

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income & Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
Dwellings Rent Income	(109,359)	(119,027)	(128,185)	(137,189)	(144,695)	(638,455)
Void Loss	2,071	1,190	1,282	1,372	1,447	7,362
Hostel Rent Income	(1,792)	(1,855)	(1,920)	(1,986)	(2,055)	(9,608)
Service Charge Income	(17,095)	(17,902)	(18,791)	(19,619)	(20,394)	(93,801)
Leaseholder Income	(8,341)	(8,577)	(8,820)	(9,068)	(9,323)	(44,129)
Other Income (Garages /Aerials/Interest)	(1,754)	(1,789)	(1,824)	(1,861)	(1,898)	(9,126)
Total Income	(136,270)	(147,960)	(158,258)	(168,351)	(176,918)	(787,757)
Expenditure						
Repairs	23,757	24,940	24,940	23,126	20,813	117,576
Housing Management	30,744	29,983	29,523	30,133	31,756	152,139
Housing Demand	1,992	2,032	2,072	2,114	2,156	10,366
Estates Costs (Managed)	13,557	13,828	14,515	15,154	15,753	72,807
Provision for Bad Debts (Tenants)	3,301	1,526	1,652	1,754	1,834	10,067
Provision for Bad Debts (Leaseholders)	200	206	212	218	224	1,060
Other Costs (GF Services)	3,564	3,635	3,708	3,782	3,857	18,546
Other Costs (Property/Insurance)	1,824	1,861	1,898	1,936	1,974	9,492
Capital Financing Costs	25,889	35,987	48,297	60,785	69,562	240,520
Contribution to Major Repairs (Depreciation)	22,597	23,669	24,839	25,935	26,968	124,008
Revenue Contributions to Capital	8,846	10,293	6,602	3,414	2,020	31,175
Total Expenditure	136,270	147,960	158,258	168,351	176,918	787,757

9.63 The RCCO in 2024/25 and 2025/26 is more than our locally set minimum of £8m, however for the remaining 3 years it is below £8m. It is clear that our HRA position remains tight and will require close monitoring of our ongoing income and expenditure positions.

9.64 **Draft HRA 5 Years Capital Programme (2024/25 – 2028/29)**

9.65 This represents the capital implications of the new HRA financial plan where there is a strong emphasis on meeting the needs of homeless households while ensuring that the needs of the existing stock are met. It also focuses on the delivery of new homes, renewal of BWF estate, carbon reduction in existing stock, and fire safety of the entire stock.

9.66 The HRA MTFs is geared towards maximising the use of other available resources and use of borrowing as last resort, while maintaining a working balance of £20m. The MTFs capital programme funding assumes a mix of grant funding, S106 monies, revenue contribution and prudential borrowing. The total capital investment in 2024/25 is £238m, fully funded from grants,

Major Repairs Reserve, revenue contributions, RTB retained capital receipts, leaseholder contributions and borrowing.

Table - Draft HRA 5 Year Capital Programme (2024/25 – 2028/29)

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Investment & Financing	2024-25	2025-26	2026-27	2027-28	2028-29	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Investment						
Major Works (Haringey Standard)	36,437	45,676	76,682	83,000	66,635	308,430
Carbon Reduction Works (Affordable Energy)	3,503	6,893	11,500	13,533	6,757	42,186
Fire Safety Works	7,879	8,041	8,366	7,460	5,631	37,377
Broadwater Farm Works	16,213	19,713	17,575	16,975	16,974	87,450
Total Existing Stock Investment	64,032	80,323	114,123	120,968	95,997	475,443
New Homes Build Programme	101,926	115,570	107,819	94,156	78,122	497,592
New Homes Acquisitions	33,540	17,395	22,494	14,734	2,658	90,820
High Road West	2,064	19,053	36,644	36,260	11,082	105,104
Broadwater Farm New Build	21,944	56,486	58,565	25,473	5,505	167,972
TA Acquisitions	14,716	14,863	15,309	15,768	16,241	76,897
Total Capital Investment	238,222	303,689	354,954	307,358	209,606	1,413,829
Capital Investment Financing						
Grants (GLA)	44,805	46,167	56,412	14,696	35,596	197,676
Major Repairs Reserve	22,597	23,669	24,839	25,935	26,968	124,008
Revenue Contributions	5,724	10,293	6,603	3,415	2,020	28,055
RTB Capital Receipts	6,858	6,926	7,115	7,368	7,630	35,897
Leaseholder Contributions to Major Works	8,289	7,890	6,548	6,832	7,104	36,663
Market Sales Receipts	4,717	1,348	1,613	1,482	15,450	24,610
Borrowing	145,232	207,396	251,824	247,630	114,838	966,920
Total Capital Financing	238,222	303,689	354,954	307,358	209,606	1,413,829

- 9.67 The Council continues to project an extensive HRA capital programme both in terms of investing in its existing stock and new build. The financial sustainability of this is addressed in our revenue modelling reported above.
- 9.68 This MTF5 proposes increases in major works, carbon reduction, fire safety budget – to meet current regulatory requirements (Building Safety & Fire Safety legislation), reach 100% Decent Homes standard, following self-referral.
- 9.69 **Major Works**
- 9.70 The Council's new Housing Asset Management Strategy sets out the Council's target to achieve 100% decent homes, and how this will be achieved.
- 9.71 The Council has agreed to work with partners to deliver these works for the long term, through a Partnering Contract. This Partnering Contract will run for ten years and is divided into four separate contracts over four geographical areas. Works under the Partnering Contract are expected to start in late 2024. The Partnering Contract has been designed to deliver value for money; ensure that the Council's objectives to meet decent

homes, as well as the other workstreams listed below, are met; contribute to wider corporate priorities in particular to bring good quality jobs and training opportunities to Haringey residents; and finally to ensure that those who are awarded large contracts by the Council are committed to Haringey and the success of the borough for the longer-term. The costs in this proposed capital programme budget recognises the estimated cost of the partnering contract.

9.72 Carbon Reduction Works

9.73 The budget provision would support extensive measures contained in the Council energy action plan. Despite the challenging economic circumstances, the Council is proposing an increase of £9m in the expenditure on carbon reduction works over the MTFS period.

9.74 The Council's Energy Action Plan sets out how it will deliver the objectives of both the Climate Change Action Plan and the Affordable Energy Strategy. These are to reduce carbon emissions from the Council's housing stock so that the whole stock reaches an average EPC of B by 2035; and A by 2041, where technically feasible. In turn this will contribute to the objective to minimise energy costs for Council tenants and reduce fuel poverty, especially in a time of rising costs.

9.75 The proposed approach is to firstly improve the fabric of the property. This means upgrading, where necessary, walls, roofs, windows, floors, and doors so as to reduce the need to expend energy to heat homes. The next stage is to incorporate low and zero-carbon heat and power. The worst performing homes will be targeted first. Works will be incorporated with the major works programme to minimise cost to the HRA and disruption to residents. The proposed HRA capital budget supports these works, but external funding is also sought whenever applicable.

9.76 Fire Safety Works

9.77 The proposed budget/MTFS is to ensure that all housing stock continues to meet changing statutory requirements. The budget has been refreshed and additional investment of £2m is proposed over the MTFS period; to ensure that the requirement of the recent Fire Safety (England) Regulations 2022 are met. The programme includes front entrance door replacements, window infill panel replacements, Automatic Fire Detection (AFD) to street properties, automatic Fire detection and compartmentation works to timber clad buildings, Intrusive Fire Risk Assessments (FRA) and follow up works.

9.78 Broadwater Farm Works

9.79 The council is setting aside significant capital expenditure for the regeneration of the Broadwater Farm estate and has reprofiled expenditure in line with our latest estimates. This reprofiling means a proposed additional £3.6m expenditure over the MTFS period. The identified structural faults with a number of buildings led to the development of a comprehensive programme of improvement. This programme includes:

- The construction of 294 new homes, all at council rent, with 30% family sized units with three beds or more (contained in the new homes budget, below)
- The refurbishment of 800 homes, covering sustainability, fire safety and mechanical and electrical
- Improvements to the public realm and green spaces, tackling the legacies of the 'streets in the sky' design from the 1960s

9.80 New Homes Build and Acquisition

- 9.81 This Financial plan continues to provide for financial resources to meet the Council's commitment to the delivery of high-quality Council homes. This is an integral part of the Council's core HRA business, with a delivery programme that is viable in the long term. The total estimated cost of new build homes and acquisition in the financial plan is £861m over the period of the MTFs.
- 9.82 Over the past five years, the Council has established a housing delivery programme that is committed to delivering 3,000 new council homes for council rent by 2031. These are the first new council homes in Haringey for forty years.
- 9.83 The Housing Delivery Programme currently includes over 2,000 homes that have been started on site. 199 new council homes have been completed and let.
- 9.84 The new homes are designed through an iterative process of consultation and engagement with Councillors, planners, and the community.
- 9.85 Clear, explicit design principles mean that these homes will have the highest standards of design quality – so that homes are beautiful, but also safe, comfortable, and accessible. They will also be easy and affordable to look after – for the Council and for the tenant.
- 9.86 Climate change, carbon management, and sustainability is integral to the design of our new generation of Council homes. The Council targets zero-carbon for each of our developments.
- 9.87 More than 10% of new homes are fully wheelchair accessible, with a target of 20%. As part of the programme, through the Bespoke Homes programme we are actively identifying households on the housing register with specific accessibility needs in order to design new homes for their individual needs.
- 9.88 The need for genuinely affordable homes in Haringey – as across the country – is urgent. More than 12,500 households are currently on the Council's housing register.
- 9.89 Cabinet has so far included 80 sites of Council land with potential for development in the programme. Most are held in the HRA; others are in the General Fund and will need to be appropriated at cost into the HRA. Where such land includes "open space", prior to a final decision to appropriate the land into the HRA, there will be a need to advertise and consult.
- 9.90 Sites in the HRA are underused land, generally on housing estates, typically garages, car parking spaces, or land between existing blocks.

General Fund land ranges from the conversion of former shops into homes to large sites such as the former waste management depot at Ashley Road.
 9.91 As an integral part of the programme, the Council also actively seeks opportunities to acquire homes to let as Council homes.

9.92 **Existing Homes Acquisitions – TA**

9.93 The Council’s TA acquisition programme is based on the purchase of homes and subsequent leasing to the Haringey Community Benefit Society (‘the CBS’) to provide housing to households in housing need nominated to it by Haringey Council. This scheme will generate adequate rental income to cover the cost of capital and associated cost. There is also a General Fund (GF) saving generated by the provision of homes to homeless households in the HRA via reduction in the use of privately-owned temporary accommodation in GF. This Financial plan has a reduced allocation over the MTFS period for this scheme compared to prior years. This is because of the restriction the new guidance on use of RTB retained receipts has placed on the Council’s ability to use these receipts for the purpose of acquiring existing homes. The new guidance means that the Council has a capped number of acquisitions in any year. The RTB retained receipts is now being applied to new build homes to match the acquisitions.

10. **Dedicated Schools Budget (DSB)**

10.1 Schools budgets are substantially funded from the ring-fenced Dedicated Schools Grant and two other funding streams (Pupil Premium and Post 16 Grant) which are, in effect, passported to schools. Spending must be consistent with the requirements of the prevailing schools and early years funding regulations. There are requirements for Schools Forum to act as a decision-making and/or a consultative role in determining budget levels for each year.

10.2 The financial position reported at Quarter 2 2023/24 sets out the forecast year end position. The accumulated deficit on the High Needs Block has benefited from Safety Valve Funding of £11.99m received in 2022/23. As a result the opening deficit is £11.55m. The report highlights the in year budget pressures in the High Needs Block which is estimated to add an additional £2.5m to the existing deficit of £11.55m to give a forecast deficit of £14.05m by the end of 2023/24. Further Safety Valve Funding of £2.99m is expected in year bringing the forecast closing position down to £11.04m. The in year forecast deficit is in line with the Safety Valve Agreement and overall, on target to bring the High Needs Block into balance by 2027/28

10.3 Table 10.1 below sets out Haringey’s Dedicated Schools Grant allocations for 2022/23, the minimum rebased DSG baseline allocation for 2023/24 and the provisional National Funding Formula (NFF) allocation for 2024/25.

Table 10.1 Haringey’s Dedicated Schools Grant Allocation

DSG Block Allocations	Schools Block £m	High Needs Block £m	Central Schools Services Block £m	Early Years Block £m	Total DSG Allocation £m	Recoupment £m	Total DSG Received by Haringey £m	Outside Grants Rolled into Schools Block £m
2022/23	212.52	52.21	2.79	20.25	287.77	-79.11	208.66	0.00
2023/24	219.47	56.80	2.71	21.22	300.20	-84.78	215.42	5.78
2024/25 (indicative)	227.61	58.03	2.66	21.22	309.52	-85.00	224.52	7.12
								12.90
<i>Mainstream Schools Supplementary Grant (MSSG) 2023/24 and Mainstream School Additional Grant (MSAG) 2024/25 rolled</i>								
<i>Early Years Block estimated for 2024/25 and does not include Early Years Supplementary Grant</i>								

10.4 Overall, Haringey's provisional NFF allocation for 2024/25 is an increase of 0.81% excluding rolled in grants equivalent to £2.20m. This is based on the October 2022 pupil census numbers and the final allocation will be based on the October 2023 pupil census numbers. Bearing in mind the pupil numbers will change from year to year, the cash impact of this provisional funding by block is:

- Schools Block - uplift of 0.48% equivalent to £1.02 m.
- Central School Services Block - has lost -1.8% equivalent to £0.05m.
- Early Years Block – Not applicable as the funding is to be announced.
- High Needs Block – uplift of 2.17% equivalent to £1.23m.

10.5 The actual financial position for the Dedicated Schools Grant is dependent on the final school's finance settlement for 2024/25, which is due in December 2023.

10.6 The Schools Forum will consider these figures at their January 2024 meeting.

10.7 The DfE have consulted on the implementation of the direct National Funding Formula from 2024-25, which allows the Secretary of State to determine Schools funding allocations directly. The Council supports a funding system that continues to enable local discretion on the allocation of schools funding so that decisions being made are more responsive to the needs of schools.

DSG Reserves

10.8 The DSG reserves now account for Safety Valve funding of £11.99m applied to the 2022/23 position and a further funding expected to be received in 2023/24 of £2.99m to improve the forecast closing position to £11.04m.

Table 10.2 2023/24 Year End DSG reserves forecast

Blocks	Opening DSG deficit at 01/04/2023	Q2 2023/24 Forecast	Safety Valve Funding	Forecast closing DSG deficit 2023/24
	£m	£m	£m	£m
Schools Block	0	0	0	0
Central School Services Block	0	0	0	0
Early Years Block	0	0.02	0	0.02
High Needs Block	-11.55	-2.5	2.99	-11.06
Total DSG	-11.55	-2.48	2.99	-11.04

10.9 A successful bid to join the Safety Vale Programme was approved by DfE in March 2023. The approval agreed that a DSG Management Plan was implemented to undertake a transformation programme that includes action to

- Create a culture change in special educational needs and disabilities (SEND) services which leads to closer working with parents and carers and clearly communicates the ordinarily available offer;
- Review bandings and top-up funding;
- Review the post-16 offer and supported internships, with the aim that more young people can move off education health and care plans (EHCPs) after two-year internships;
- Ramp up early intervention approaches with the aim of reducing the number of EHCPs over time towards national averages. Key projects include investments in early intervention in Speech, Language, and Communication, review of social, emotional, and mental health (SEMH) pathways and support and increased expansion within the Haringey Language and Autism Team, to provide pro-active support to education settings;
- Communicate expected standards to schools and colleges and upskill their workforce. This will meet the needs of children with less complex needs, with the aim of avoiding their needs escalating to them requiring an EHCP;
- Review Alternative Provision (AP) and commissioning. Tighter governance arrangements will be implemented to ensure that children are supported in their return to mainstream settings where possible.

10.10 Successful delivery and progress in line with the DSG Management Plan would result in funding being released by DfE to support the reduction deficit and bringing the High Needs Block into a balance by 2027/28. The planned funding profile is as follows:

Year	The Department agrees to pay to the authority an additional £m of DSG by year end
-------------	--

2022-23	£11.96m
2023-24	£2.99m
2024-25	£2.99m
2025-26	£2.99m
2026-27	£2.99m
2027-28	£5.98m

11. **Consultation & Scrutiny**

- 11.1 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents, tenants and service users which is used to inform the final decision of the Council when setting the budget.
- 11.2 As such a formal consultation is being planned, the result of which is expected in January, and will be shared with Cabinet to enable them to consider and reflect any amendments in the final February report.
- 11.3 Statutory consultation with businesses will also take place during this period and any feedback will be considered and, where agreed, incorporated into the final February report.
- 11.4 Further significant savings options are expected to still be required to balance the budget, after the Budget consultation document has been issued. The consultation will therefore allow respondees to put forward any views that they want the Council to take into consideration in arriving at the final budget proposals.
- 11.5 Additionally, the Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Overview and Scrutiny Panels and Committee during December/January. The Overview and Scrutiny Committee will then meet in January 2024 to finalise its recommendations on the budget package. These will be reported to Cabinet for their consideration. Both the recommendations and Cabinet's response will be included in the final Budget report recommended to Full Council in March 2024.

12. **Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?**

- 12.1 The Council's draft Budget aligns to and provides the financial means to support the delivery of the Corporate Delivery Plan outcomes.

13. **Carbon and Climate Change**

- 13.1 Any carbon and climate change implications of the proposals contained in this report are addressed at the relevant section of the report.
14. **Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)**
- Finance**
- 14.1 The financial planning process ensures that the Council's finances align to the delivery of the Council's priorities and the administration's manifesto commitments in the medium term. In addition, it is consistent with proper arrangements for the management of the Council's financial affairs and its obligation under section 151 of the Local Government Act 1972.
- 14.2 Ensuring the robustness of the Council's 2024/25 budget and its MTFS 2024/25 – 2028/29 is a key function for the Council's Section 151 Officer. This includes ensuring that the budget proposals are realistic and deliverable. As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.
- 14.3 Even after budget savings and other management actions identified through this budget round of £11.2m, the 2024/25 draft Budget gap in this report is c £16.3m, significantly worse than the £6.3m estimated in the Budget/MTFS report from March 2023. This is an exceptional and concerning position to be in, particularly this late in the annual process. This position reflects the difficult financial situation local authorities are facing, as evidenced by the increasing number of authorities who are needing, or near to issuing a Section 114 statement regarding their inability to set a legal budget. The Council's reserves position is also lower than average for a council of this size and a medium to long term objective should be to improve on this and increase our financial resilience.
- 14.4 The Council continues to experience the impact of the conditions in the national economy and post pandemic environment. Inflation and cost of living remains high, costs of critical services increasing (particularly in care) and costly mortgages are driving up costs of Temporary Accommodation. High interest rates have also placed pressure on the funding of the Council's capital programme. All these factors are driving the need for £25.5m growth in Directorate budgets, predominately in the three demand led services, Adults, Children's and Temporary Accommodation. The impact on expenditure in these services is greater than assumed when the March budget was set and so the Council is finding it extremely challenging to meet its legal obligation to put forward a balanced budget for 2024/25 at this time.
- 14.5 Further substantial work must be conducted between now and the issuing of the final Budget report in February 2024 to identify realistic and deliverable proposals to present a balanced Budget to be agreed. At the time of writing this report, the Autumn Budget Statement has just been announced and it has not been possible to incorporate any detailed implications but it would appear that it will not have any major overall

impact on the estimates included in this draft Budget. Further Government announcements on 2024/25 funding for local government will not take place until after this December report is finalised and with all parts of the public sector looking for additional resources, this Council cannot rely on assumptions about any significant new funding being allocated to the sector.

- 14.6 With regard to the HRA, the draft plan presented, despite the forecasted challenges, maintains an adequate annual surplus providing an appropriate level of in year cover.
- 14.7 The formal Section 151 Officer assessment of the robustness of the council's budget, including sufficiency of contingency and reserves to provide against future risks will be made as part of the final budget report to Council in March 2024.

Procurement

- 14.8 Strategic Procurement has been consulted in the preparation of this report and note the recommendations in section 3 and contents of the report which are not related to a procurement activity or process. Strategic Procurement will continue to work with services to enable cost reductions.

Head of Legal & Governance [Name and title of Officer completing these comments]

- 14.9 The Head of Legal & Governance has been consulted in the preparation of this report and makes the following comments.
- 14.10 The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. It is for the Cabinet to approve the proposals and submit the same to the Full Council for adoption in order to set the budget. However, the setting of rents and service charges for Council properties is an Executive function to be determined by the Cabinet.
- 14.11 The Council must ensure that it has due regard to its public sector equality duty under section 149 of the Equality Act 2010 in considering whether to adopt the recommendations set out in this report.
- 14.12 The report proposes new savings proposals for the financial year 2024/25, which the council will be required to consult upon and ensure that it complies with the public sector equality duty.
- 14.13 In view of the conclusion reached by the Director of Finance above on the ability to set a balanced budget for 2024/25 and the Equalities comments below, there is no reason why Cabinet cannot adopt the Recommendations in this report.

Equality

- 14.14 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 14.15 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 14.16 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 14.17 This report details the draft Budget for 2024/25 and MTFS to 2028/29, including budget adjustments and capital proposals.
- 14.18 The proposed decision is for Cabinet to note the budget proposals and agree to commence consultation with residents, businesses, partners, staff and other groups on the 2024/25 Budget and MTFS. The decision is recommended to comply with the statutory requirement to set a balanced budget for 2024/25 and to ensure the Council's finances on a medium-term basis are secured through the four-year Medium-Term Financial Strategy.
- 14.19 Existing inequalities have widened in the borough in recent years because of the COVID-19 pandemic, national economic challenges, and persistently high inflation, with adverse impacts experienced by protected groups across many health and socioeconomic outcomes. Due to high inflation in the last two years, many residents are finding themselves less well off financially and more are experiencing, or on the periphery of, financial hardship and absolute poverty. Greater socioeconomic challenge in the borough drives demand for the Council's services, which is reflected in the impacts on spend for adult social care, children's services and temporary accommodation detailed elsewhere in this report.
- 14.20 A focus on tackling inequality underpins the Council's priorities and is reflected in the current Corporate Delivery Plan. Despite the significant financial challenge outlined in this report, the Council is committed to ensuring resources are prioritised to meet equality aims.
- 14.21 During the proposed consultation on Budget and MTFS proposals, there will be a focus on considering the implications of the proposals on individuals with protected characteristics, including any potential cumulative impact of these decisions. Responses to the consultation will inform the final package of savings proposals presented in February 2024.

14.22 Savings proposals identified between the publication of this report and the final package of proposals identified in February 2024 will undergo an equalities screening process to identify where negative impacts on protected groups may arise. Where such impacts are identified, a full Equalities Impact Assessment will take place to understand the impacts in full and describe the action to mitigate those impacts. At this stage, the assessment of the potential equalities impacts of decisions is high level and, in the case of many individual proposals, has yet to be subjected to detailed analysis. This is a live process, and as plans are developed further, each service area will assess their proposal's equality impacts and potential mitigating actions in more detail. Final EQIAs will be published alongside decisions on specific proposals.

14.23 Initial Equality Impact Assessments for relevant savings proposals will be published in February 2024 and reflect feedback regarding potential equality impacts gathered during the consultation. If a risk of disproportionate adverse impact for any protected group is identified, consideration will be given to measures that would prevent or mitigate that impact. Where there are existing proposals on which decisions have already been taken, existing Equalities Impacts Assessments will be signposted.

15. **Use of Appendices**

Appendix 1	Summary of Draft Revenue 2024-25 Budget and Medium Term Financial Plan 2024-2029
Appendix 2	Summary of new Revenue budget growth proposals
Appendix 3	Summary of new proposed Revenue Saving proposals
Appendix 3a	Directorate Focused Narratives
Appendix 4	Draft General Fund Capital Programme 2024/25–2028-29
Appendix 5	New Capital Proposals for 2024-25 MTFS Programme

16. **Background papers**

None

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APPENDIX 3 - MTFS Savings Tracker (2023/24)

Directorate:Committee

Period: 6

Red	Saving fully/partially unachievable
Amber	Saving achievable but full/partial slippage required
Green	Saving met in full and on time

Green	Saving is on schedule to deliver agreed Objectives, Outcomes and Benefits
Amber	There is only an intermediate level of confidence in delivery
Red	Low level of confidence in delivery of the saving. URGENT action required.

MTFS Savings Ref	Cabinet Decision Date	Saving proposal	Description	2023-24						RAG Status (Delivery of 2023/23 Saving)	Comment on Delivery RAG Status	Actions plans to mitigate shortfall	2023/24-2027/28					Comments on RAG Status & Actions to address Amber/Red (2024/25+)	
				2022-23 Undelivered	2023/24 £'000s	Total £'000	2023/24 Projected Full Year Savings £'000s	2023/24 Savings surplus/ (shortfall) £'000s	2023/24 £'000s				2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s			
PL20/9	01-Mar-21	Full Cost recovery of services	Reduce the number of people eligible for concessionary rates at Fusion Leisure Centres.	0	70	70	0	(70)	Red	Currently, council budgets continue to support matchday cleansing costs.		70	50	0	0	0	Red	Planning's negotiations with Spurs regards LAMP contributions for matchday cleansing are currently progressing.	
PL20/14	01-Mar-21	Commercial Waste	Parking Transformation Programme to deliver significant improvements to this service over the coming three years. Includes a CPZ rollout programme taking the borough to 100% coverage, and extending parking permit charging models to tackle emissions from Diesel vehicles	0	35	35	0	(35)	Red	Value of businesses closing currently more than value of new business won. Impact from bag prices only being increased by 5% to support businesses through difficult period, against NLWA increase of 14%, is damaging profit all the while growth is not compensating for it. Growth hindered by level of non-compliant commercial sack waste being presented in black sacks. Also seeing aggressive pricing from one particular competitor		35	35	10	0	0	Red	The Service is a consultee within Enforcement Review and has proposed an MTFS spend to save project to temporarily bolster enforcement resources to help tackle non-compliant and unpaid trade waste, which, when converted to sales, would increase commercial waste revenue	
PL20/15	01-Mar-21	Fleet	To consider Selective Licensing of the Private Rented sector for 60% of the Borough. The overall aim is to improve living standards and make landlords accountable for the management of their properties. The proposal is for a Selective Licensing fee of £600. Saving assume 60% of the Borough will be licenced. Saving relate to existing costs of established positions (highlighted in yellow on the spreadsheet). To maximise the use of additional fee income recharges for ancillary services such as ASB enforcement officers (noise, nuisance, waste, anti-social behaviour) and corporate overheads will be charged against the HMO licence fees. Training costs will be applicable during service delivery.	0	50	50	0	(50)	Red	Awaiting outcome of fleet strategy - cross cutting saving across directorates		50	50	0	0	0	Red	Awaiting outcome of fleet strategy	
PL20/18	01-Mar-21	Crematorium Lease and Parks Property	Use of new technology cameras to record vehicle reg plates	0	20	20	20	0	Green			20	20	0	0	0	Green		
PL20/17	01-Mar-21	Increase green waste subscriptions		0	15	15	0	(15)	Red	Pre-MTFS income target not expected to be hit again this year		15	20	20	0	0	Amber		
EN_SAV_07-Feb-23	07-Feb-23	Savings relating to waste services review		0	0	0	0	0	Green			0	0	1,300	0	0	Amber		
EN_SAV_07-Feb-23	07-Feb-23	Events Income Increases		0	50	50	50	0	Green			124	40	89	44	44	Amber		
EN_SAV_07-Feb-23	07-Feb-23	Crematorium Lease and Parks Property increases		0	14	14	14	0	Green										
EN_SAV_07-Feb-23	07-Feb-23	Additional Parks FPN income		0	15	15	8	(7)	Amber	Delayed recruitment of enforcement officers									
20/25-YC10-YC1	11/02/2020 & 12/02/2019	Additional sites for on street digital advertising & Out of home advertising income generation	The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertising, which are sympathetic to the surroundings and maximise the councils commercial returns. This is in the form of street advertising, out of home advertising, and libraries/customer services advertising.	0	6	6	6	0	Green			6					Amber		
CSE_SAV_002	07-Feb-23	Additional commercial advertising opportunities		0	128	128	120	(8)	Amber	Due to project timelines income from large format advertising is not going to be in line with budget expectations. However, work is on-going to deliver additional income through the other elements inc smaller format advertising and hubs. Current expectations are that this could be at approx £120k level. There are a number of variables including tender processes which mean that this cannot yet be considered 'green'.		202	84	50	5	5	Amber		
CSE_SAV_003	07-Feb-23	Improved Debt Recovery		0	365	365	300	(65)	Amber	Due to issues with the migration data between SAP and the new Debt Management system (Lateral), we are now working towards a Go Live date of beginning of November. We are currently projecting additional cash receipts of £300k across the 3 workstreams. It is not possible to predict at this stage how much of this additional cash benefit will translate into revenue savings until year end when the bad debt provision is recalculated.		365	300				Amber		
CSE_SAV_004	07-Feb-23	Single Person Discount Reviews		0	290	290	290	0	Amber	The Contract with Civica who will be reviewing the SPD's has been concluded. Once the Data Protection Impact Assessment has been completed (mid-Oct) we can go-live and transfer the dataset over to Civica for data matching and the process for communicating with affected residents can be started. However at this point it is felt that the target is still attainable.		290	400				Amber		
	09-Mar-21	Digital Together	Cross-Cutting Saving Proposal - re-profiled as part of 2023/24 Budget process	0	500	500	42	(458)	Amber	The in-year savings expectation has been reduced to reflect the reality of the situation with a reprofiling of the shortfall into next year required (24/25 £1,000k; 25/26 £1,810k). Work is underway to accelerate the established of a development team, pipeline, automation toolkit and governance process. Expected to be operational in Q3. Work underway to assign a target to each service area in a bid to rethink the way these savings are achieved.		500	500	1360				Amber	
Total:Committee				0	1,558	1,558	850	(708)				1,677	1,499	2,829	49	49			

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APPENDIX 4 - NEW REVENUE GROWTH PROPOSALS

Description	Area	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Funding to reflect increased costs of running Coroners Court	L&G	166					166
Additional Principal Scrutiny Officer	L&G	67					67
Additional posts to address the mis-match between demand for legal support and the current capacity of the team.	L&G	350					350
The funding will enable support to the Committees team for in person Cabinet Member signings as well as provide extra support for the Scrutiny team for the Joint Health Overview and Scrutiny Committee which our team manage on behalf of 5 boroughs.	L&G	25					25
Annual Subscription for membership of Central London Forward	CORP	40					40
Apprenticeship Levy is charged at 0.5% of the annual pay bill. Since it's introduction, the paybill has increased due to pay award and an increase to the budget is required	CORP	250					250
This growth reflects the forecast cost of the revised arrangements for delivering the Leisure management service in house.	ERE	946					946
This is the final adjustment required to rebalance the Early Year funding between the DSG and the GF in accordance with the DSG grant conditions.	CORP	243					243
Time limited saving on waste fleet vehicles is due to expire from 2024/25 resulting in the need to reinstate a budget to cover this cost.	ERE	100					100
Various cost pressures including the implications of the National 'Big Switchoff'; Audio Visual equipment; Council's internal case management software (Halo); Microsoft E5, Cyber Security.	CSE	1,150					1,150
Total		3,337.00	0.00	0.00	0.00	0.00	3,337.00

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APPENDIX 5 - NEW REVENUE SAVINGS PROPOSALS

Ref	Description	Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
CSE24_SAV_004	<p>Review all contracts controlled by Digital and Change and all ICT contracts held elsewhere in the organisation, utilising Gartner support:</p> <ul style="list-style-type: none"> - Benchmarking against other councils - either through Gartner or LOTI, or CIO group - Write to all organisations requesting efficiencies/savings - Rationalise licenses - Review what we are paying for and performance - Renegotiation of contracts up for renewal <p>Review and rationalise all applications used by the council with a view to reducing our digital estate. We will focus in on applications that are:</p> <ul style="list-style-type: none"> - Duplicated elsewhere - Due for renewal - Under used or under performing - Offer an opportunity to move to SAAS (Software as a Service) and reduce FTE <p>We will also review the teams involved in managing and using these applications and consider a hiatus on any new applications.</p>	CSE	-150	-150	0	0	0	-300
CSE24_SAV_005	<p>Carry out a restructure of Digital and Change in line with a new target operating model and a view to release some savings. This will involve:</p> <ul style="list-style-type: none"> ▣ Review & reduce the renewal of Fixed Term Contracts ▣ Restructure the team and reduce FTEs by 2 • Centralise digital functions 	CSE	-100	-130	0	0	0	-230
CSE24_SAV_006	<p>Building on current portfolio to seek additional significant digital and other advertising space in borough. Income generation is hard to quantify without detailed feasibility work. Savings here are net of an additional fixed term post to explore and deliver opportunities.</p>	CSE	35	-35	0	0	0	0
EN24_SAV_003	<p>Enhance our enforcement on environmental crime (ie flytipping, littering and waste licensing) by reconfiguring the team and deploying additional resources to meet residents demand for a cleaner borough.</p>	E&N	-100					-100
EN24_SAV_004	<p>The New River Sports Centre has an operational subsidy of £170,000 (Total subsidy of £225k - £54k central recharges). This proposal seeks to realise savings by : Reviewing concessionary discounts; Reducing enery usage through technological improvements; Increase customer base through equipment upgrades and additional activities.</p>	E&N	-53	-40	-34	-26	-17	-170
Total			-368	-355	-34	-26	-17	-800

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APPENDIX 6: 2024/25 - 28/29 DRAFT CAPITAL PROGRAMME

Key for Source of Funding	
H	Haringey Borrowing
S	Haringey Borrowing Self-Financing
E	External

			Source of Funding	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2024/25 - 28/29 Total
SCHEME REF	SCHEME NAME	BRIEF DESCRIPTION		£,000	£,000	£,000	£,000	£,000	£,000
311	Parks Asset Management: (Existing MTFS)	Mixed funded scheme to improve the Council's park assets but predominately Haringey Borrowing.	H	300	300	300	300	0	1,200
313	Active Life in Parks: (Existing MTFS)	Mixed funded scheme to improve the Council's park assets but predominately Haringey Borrowing.	H	230	230	230	230	0	920
314	Parkland Walk Bridges	Haringey borrowing to fund remediation works on the parkland walk bridges.	H	3,350	350	2,500	350	2,500	9,050
322	Finsbury Park	This expenditure is funded through the Finsbury park account.	E	500	500	500	500	0	2,000
325	Parks Vehicles	Self-financing Haringey borrowing to move to electric vehicles.	S	360	0	0	0	0	360
334	Parks Depot Reconfiguration	Haringey borrowing to fund improvements to various parks depots.	H	100	0	0	0	0	100
336	New River Sports & Fitness	Self-financing Haringey borrowing projects to improve New River to attract new customers.	S	533	533	533	0	0	1,599
401	Tottenham Hale Green Space	A mixed funded scheme using Haringey Borrowing, grants and S106 to fund the programme of green space improvements	H	922	2,958	0	0	0	3,880
408	Down Lane Park	Creation of Down Lane Park Scheme	E	5,000	2,591	0	0	0	7,591
457	Future High Street Project	A mixed funded scheme 45:55 external grant: Haringey borrowing. The overall project has a range of interventions to improve the infrastructure of the borough. Largely concentrated in the Gourley Triangle development.	H	3,206	875	0	0	0	4,081
602	Corporate IT Board	Haringey borrowing to fund ICT improvements and developments	H	500	0	0	0	0	500
604	Continuous Improvement	Haringey borrowing to fund mobile ICT assets (laptops) renewal.	H	1,300	950	662	0	0	2,912
655	Data Centre Move	Haringey borrowing to fund the relocation of the data centre from River Park House as part of the accommodation strategy.	H	500	450	0	0	0	950
656	BT Big Switch Off	Haringey borrowing to fund new digital lines as BT are switching off all analogue lines. This budget is an estimate to cover the IT element of the switch off. If there are physical works required then these will be met from scheme 316.	H	1,000	0	0	0	0	1,000
657	Corporate Laptop Refresh	Haringey borrowing to fund mobile ICT assets (laptops) renewal.	H	400	400	400	400	0	1,600
Committee (existing)				18,201	10,137	5,125	1,780	2,500	37,743
311 (New Bid)	Parks Asset Management: (New Bid)	This is an increase in Active Life in Parks Budget	H	200	200	200	200	0	800
313 (New Bid)	Active Life in Parks: (New Bid)	This is an increase in Park Asset Management Budget	H	230	230	230	230	0	920
341 (New Bid)	Leisure Services	This is to fund a range of investment in the Council's Leisure Services which will increase usage of the facilities and also reduce emissions through changes to boilers and other reduction measures	H	3,660	825	825	1,063	1,063	7,436

APPENDIX 6: 2024/25 - 28/29 DRAFT CAPITAL PROGRAMME

Key for Source of Funding	
H	Haringey Borrowing
S	Haringey Borrowing Self-Financing
E	External

SCHEME REF	SCHEME NAME	BRIEF DESCRIPTION	Source of Funding	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2024/25 - 28/29 Total
				£,000	£,000	£,000	£,000	£,000	£,000
625 (New Bid)	CCTV Move and Replacement of end of Life Infrastructure	CCTV move and replacement of end of life infrastructure	H	733	733	733	0	0	2,200
626 (New Bid)	Corporate Data Platform	This is investment in a Corporate Data Platform to further inform our interactions with residents	H	500	1,500	500	0	0	2,500
627 (New Bid)	Hybrid AV between now and Civic Centre coming on line	This investment is required to support Hybrid AV working between now and Civic Centre coming on line	H	500	750	0	0	0	1,250
628 (New Bid)	Locality Hub ICT	This if fund ICT in Locality Hubs to enable users to access a range of services and experiences	H	400	600	0	0	0	1,000
629 (New Bid)	Leisure Insourcing ICT	This is fund the ICT element of the proposed Leisure insourcing	H	433	0	0	0	0	433
635 (New Bid)	Mobile Replacement (Smart Phones / Devices)	This investment is to support the replacement of mobile devices that in turn supports mobile working	H	250	200	200	0	0	650
636 (New Bid)	Replacing Desktop AV / Screens in Offices	This investment is to replace various ICT elements such as desktop AV and Screens in Offices	H	200	100	150	0	0	450
657 (New Bid)	Corporate Laptop Refresh	Laptop Replacement	H	500	500	500	500	500	2,500
Committee (new)				7,606	5,638	3,338	1,993	1,563	20,139
Committee Total				25,807	15,775	8,463	3,773	4,063	57,882

Report for: Overview and Scrutiny Committee – 9 January 2024

Title: Overview and Scrutiny Committee and Scrutiny Panel Work Programme

Report authorised by: Ayshe Simsek, Democratic Services and Scrutiny Manager

Lead Officer: Dominic O'Brien, Principal Scrutiny Officer
Tel: 020 8489 5896, E-mail: dominic.obrien@haringey.gov.uk

Ward(s) affected: N/A

**Report for Key/
Non-Key Decision:** N/A

1. Describe the issue under consideration

1.1 This report provides an update on the work plan for 2022-24 for the Overview & Scrutiny Committee.

2. Recommendations

2.1 To note the current work programme for the Overview & Scrutiny Committee and agree any amendments, as appropriate.

2.2 That the Committee give consideration to the agenda items and reports required for its meetings in 2023/24. The next meeting is scheduled to be held on 18th January 2024.

3. Reasons for decision

3.1 The Overview and Scrutiny Committee (OSC) is responsible for developing an overall work plan, including work for its standing Scrutiny Panels. In putting this together, the Committee will need to have regard to their capacity to deliver the programme and officers' capacity to support them in that task.

4. Background

4.1 The Committee has previously considered the draft work plans for the Committee and the Panels. The latest iteration of the Committee's work plan is attached.

4.2 The current Overview & Scrutiny Work Programme specifies that the meeting scheduled to be held on 18th January 2024 will include:

- Budget Scrutiny – Panel feedback and recommendations
- Cabinet Member Questions – Finance
- Treasury Management Statement

- 4.3 The Committee should give consideration to the items for the next meeting and any amendments that it wishes to make to the Work Programme for the meetings scheduled in 2023/24.

5. Effective Scrutiny Work Programmes

- 5.1 An effective scrutiny work programme should reflect a balance of activities:
- Holding the Executive to account;
 - Policy review and development – reviews to assess the effectiveness of existing policies or to inform the development of new strategies;
 - Performance management – identifying under-performing services, investigating and making recommendations for improvement;
 - External scrutiny – scrutinising and holding to account partners and other local agencies providing key services to the public;
 - Public and community engagement – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community.
- 5.2 Key features of an effective work programme:
- A member led process, short listing and prioritising topics – with support from officers – that;
 - reflects local needs and priorities – issues of community concern as well as Borough Plan and Medium Term Financial Strategy priorities
 - prioritises topics for scrutiny that have most impact or benefit
 - involves local stakeholders
 - is flexible enough to respond to new or urgent issues
- 5.3 Depending on the selected topic and planned outcomes, scrutiny work will be carried out in a variety of ways, using various formats. This will include a variety of one-off reports. In accordance with the scrutiny protocol, the OSC and Scrutiny Panels will draw from the following to inform their work:
- Performance Reports;
 - One off reports on matters of national or local interest or concern;
 - Issues arising out of internal and external assessment (e.g. Ofsted, Care Quality Commission);
 - Reports on strategies and policies under development or other issues on which the Cabinet or officers would like scrutiny views or support;
 - Progress reports on implementing previous scrutiny recommendations accepted by the Cabinet or appropriate Executive body.
- 5.4 In addition, in-depth scrutiny work, including task and finish projects, are an important aspect of Overview and Scrutiny and provide opportunities to thoroughly investigate topics and to make improvements. Through the gathering and consideration of evidence from a wider range of sources, this type of work enables more robust and effective challenge as well as an increased likelihood of delivering positive outcomes. In depth reviews should

also help engage the public and provide greater transparency and accountability.

- 5.5 It is nevertheless important that there is a balance between depth and breadth of work undertaken so that resources can be used to their greatest effect.

6. Contribution to strategic outcomes

- 6.1 The contribution of scrutiny to the corporate priorities will be considered routinely as part of the OSC's work.

7. Statutory Officers comments

Finance and Procurement

- 7.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications these will be highlighted at that time.

Legal

- 7.2 There are no immediate legal implications arising from the report.
- 7.3 In accordance with the Council's Constitution, the approval of the future scrutiny work programme falls within the remit of the OSC.
- 7.4 Under Section 21 (6) of the Local Government Act 2000, an OSC has the power to appoint one or more sub-committees to discharge any of its functions. In accordance with the Constitution, the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the OSC.
- 7.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

Equality

- 7.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;

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

7.7 The Committee should ensure that it addresses these duties by considering them within its work plan and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

7.8 The Committee should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

8. Use of Appendices

APPENDIX A – OSC Work plan 2022-24

Overview and Scrutiny Committee

Work Plan 2022-24

<p>1. Scrutiny review projects; These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.</p>		
Project	Comments	Priority
Prevention of Violence Against Women & Girls (VAWG)	<p>Terms of reference: To review the current arrangements for specific areas of VAWG prevention in Haringey under the remit of the Council’s VAWG Strategy 2016-26 including:</p> <ul style="list-style-type: none"> • the Council’s approach to schools-based engagement on VAWG, including the progress of recent pilot projects, the likely future resource requirements, national policy/guidance and approaches to school-based engagement elsewhere in London and the UK that Haringey could potentially learn from. • the Council’s approach to community engagement on VAWG, including the progress of recent work in this area, the likely future resource requirements, national policy/guidance and approaches to community engagement elsewhere in London and the UK that Haringey could potentially learn from. 	<p>1</p> <p>Evidence sessions commenced in December 2022.</p>

<p>2. “One-off” Items; These will be dealt with at scheduled meetings of the Committee. The following are suggestions for when particular items may be scheduled.</p>		
Date	Potential Items	Lead Officer/Witnesses
20 June 2022	Performance update; To monitor performance against priority targets	Performance Manager
	Terms of Reference	Principal Scrutiny Officer
	Overview and Scrutiny Work Plan	Principal Scrutiny Officer
25 July 2022	Cabinet Member Questions - Leader of the Council	Leader and Chief Executive
	Haringey Health Hub	Director of Strategy and Corporate Affairs – Whittington Health
13 October 2022	Cabinet Member Questions – Housing Services, Private Renters and Planning	Cabinet Member and officers

	2021/22 Provisional Outturn report	Director of Finance
	Finance update – Q1	Director of Finance
	Fairness Commission – Update on recommendations	
	Fire Safety Scrutiny Review - Update on recommendations	
28 November 2022	Cabinet Member Questions; Tackling Inequality and Resident Services	Cabinet Member and officers
	Intrusive fire risk assessments – Update	Assistant Director – Property Services
	Pilot building safety case – Update	Assistant Director – Property Services
12 January 2023	Cabinet Member Questions; Communities & Civic Life	Cabinet Member and officers
	Budget Scrutiny – Your Council	Cabinet Member and officers

19 January 2023 (Budget)	Budget Scrutiny; Panel feedback and recommendations. To consider panel's draft recommendations and agree input into Cabinet's final budget proposal discussions (Deputy Chair in the Chair)	Deputy Chair (in the Chair)
	Cabinet Member Questions; Finance	Cabinet Member and officers
	Treasury Management Statement	Assistant Director - Finance
30 March 2023	Cabinet Member Questions; Economic Development, Jobs & Community Cohesion	Cabinet Member and officers
	Pilot building safety case – Update on resident engagement	Assistant Director – Property Services
	Complaints Annual Report	Head of Customer Experience & Operations
2023/24		
8 June 2023	Cabinet Member Questions - Leader of the Council	Leader and Chief Executive
	Performance Framework update	Performance Manager

	Membership & Terms of Reference.	Scrutiny Officer
	OSC Work Programme	Scrutiny Officer
24 July 2023	Cabinet Member Questions – Cabinet Member for Finance	Cllr Carlin
	Provisional Outturn Report 2022-23	AD Finance
12 October 2023	Participatory Budgeting in Haringey	Cabinet Member and officers
	Finance Update Q1	Frances Palopoli
	Performance Update Q1	Performance Manager
	Scrutiny Review: Physical Activity & Sport	Chair of CYP Scrutiny Panel
27 November 2023	Leisure services update	Cabinet Member and officers (Director of Environment & Resident Experience)
	Voter ID – Elections	Cabinet Member and officers (Head of Electoral Services)

	Finsbury Park events	Cabinet Member and officers (Director of Environment & Resident Experience)
9 January 2024	Budget Scrutiny – Culture, Strategy & Engagement	Cabinet Member and officers
18 January 2024 (Budget)	Budget Scrutiny; Panel feedback and recommendations. To consider panel’s draft recommendations and agree input into Cabinet’s final budget proposal discussions (Deputy Chair in the Chair)	Deputy Chair (in the Chair)
	Cabinet Member Questions; Finance	Cabinet Member and officers
	Treasury Management Statement	AD Finance
1 February 2024 (Budget)	Budget Scrutiny – Any outstanding budget issues to be considered.	Cabinet Member and officers
11 March 2024	Cabinet Member Questions; Cabinet Member for Council House Building, Placemaking and Local Economy	Cabinet Member and officers
	Complaints Annual Report	Cabinet Member and officers

To be allocated:

- Update - Effectiveness of Council communications with residents about housing repairs.
- Co-production and the Haringey Deal
- Participatory budgeting