NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

Monday, 19th January, 2026, 6.30 pm - Woodside Room - George Meehan House, 294 High Road, N22 8JZ

(To watch the live meeting click here or watch the recording here)

Members: Councillors Matt White (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Anna Lawton and Adam Small

Co-optees/Non Voting Members:

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 - 22)

To agree the minutes of the previous meetings held on 27th November 2025 and 10th December 2025 as an accurate record.

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 23 - 64)

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

- Adults and Health Scrutiny Panel – 13th November 2025
- Culture, Community Safety & Environment Panel – 13th November 2025
- Housing, Development & Planning Scrutiny Panel – 17th November 2025
- Children & Young People's Scrutiny Panel – 18th November 2025

To follow – Housing, Development & Planning Scrutiny Panel (HRA) – 15th December 2025

8. TREASURY MANAGEMENT STRATEGY STATEMENT 2026/27

To receive and make comments on the Treasury Management Strategy Statement 2026/27.

Report to follow.

9. SCRUTINY OF THE 2026/27 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2026/2031 (PAGES 65 - 168)

To ratify the recommendations arising from the Scrutiny Panels in relation to the 2026/27 Draft Budget and MTFS 2026/31.

10. UPDATE ON THE LOCAL GOVERNMENT SETTLEMENT FOR 2026/27

Verbal Update from the Director of Finance.

11. NEW ITEMS OF URGENT BUSINESS

12. DATES OF FUTURE MEETINGS

- 12th Feb 2026 (7pm)
- 11th Mar 2026 (7pm)

Dominic O'Brien, Principal Scrutiny Officer
Tel – 0208 489 5896
Email: dominic.obrien@haringey.gov.uk

Fiona Alderman
Assistant Director for Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday, 9 January 2026

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 Agenda Item 6

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON THURSDAY 27TH NOVEMBER 2025, 7.00 - 10.00pm

PRESENT:

Councillors: Matt White (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Anna Lawton and Adam Small

47. FILMING AT MEETINGS

The Chair referred Members present to Agenda Item 1 as shown on the agenda front sheet, in respect of filming at meetings, and Members noted the information therein.

48. APOLOGIES FOR ABSENCE

None.

49. URGENT BUSINESS

None.

50. DECLARATIONS OF INTEREST

None.

51. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

52. MINUTES

The minutes of the previous meeting were approved.

RESOLVED – That the minutes of the meetings held on 20th October 2025 be approved as an accurate record.

53. MINUTES OF SCRUTINY PANEL MEETINGS

The minutes of the following meetings were noted:

- 9th September 2025 – Children & Young People's Scrutiny Panel
- 15th September 2025 – Culture, Community Safety & Environment Scrutiny Panel
- 22nd September 2025 – Adults & Health Scrutiny Panel
- 23rd September 2025 – Housing, Planning & Development Scrutiny Panel

54. SCRUTINY OF 2026/27 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2026/2031

Cllr Pippa Connor chaired the discussion on this item which was in two parts:

a) To consider the proposals presented in the report and appendices that related specifically to the remit of the Overview and Scrutiny Committee.
b) To consider the overall approach to the Council's draft Budget and MTFS report, including the measures being taken to address the budget gap.

Participants for this item were:
Cllr Dana Carlin (Cabinet Member for Finance & Corporate Services)
Cllr Ruth Gordon (Cabinet Member for Placemaking & Local Economy)
Cllr Seema Chandwani (Cabinet Member for Resident Services & Tackling Inequality)
Taryn Eves (Corporate Director of Finance & Resources) (S151 Officer)
Josephine Lyseight (Director of Finance) (Deputy S151 Officer)
John O'Keefe (Head of Finance - Capital, Place, & Economy)
Barry Francis (Corporate Director of Environment & Resident Experience)
Kari Manovitch (Delivery Director – Tackling Inequality)
Greg Osborne (Head of Revenue, Benefits & Tackling Inequality)
Jess Crowe (Corporate Director of Culture, Strategy & Communities)

PART A of this item involved the scrutiny of individual proposals in appendices 3 to 6 of the Directorate Appendices on pages 105 to 117 of the agenda pack.

PART A – DIRECTORATE APPENDICES

Appendix 3 - Environment & Resident Experience

BUDGET PRESSURE - Increase in Bad Debt Provision against shortfall in court cost recovery

Barry Francis, Corporate Director of Environment & Resident Experience, explained that this was a historic and ongoing pressure involving the cost of taking cases to court that were not recovered by fees or by being awarded by the court to the Council. Consideration was being given to altering the level of fees and charges in order to offset this as a pressure, but this had not yet been agreed. It was established that further details of fees and charges would be published in the agenda papers for the meeting of the Cabinet taking place on 9th December.

Cllr Carlin, Cabinet Member for Finance & Corporate Services, highlighted that the Council would engage with people who had fallen behind on their Council Tax payments because of financial difficulties rather than triggering court proceedings at an early stage. The Council also had the discretion not to charge court costs in order to avoid exacerbating their financial situation, which meant that full cost recovery was not always made. In future, cost recovery would include evidencing the full costs to the Council, including administrative costs.

The Committee noted that full details of the fees and charges were not yet available and so this may need to be considered at the Committee's budget meeting in January. However, the Committee emphasised the importance of maintaining an approach that would not worsen the circumstances of residents experiencing financial difficulties. **(ACTION)**

<u>BUDGET PRESSURE - Ongoing pressures relating to Housing Benefit overpayments</u>

Greg Osborne, Head of Revenue, Benefits & Tackling Inequality, explained that Housing Benefits was a difficult area to administer and that a rise in costs had been seen with supported exempt accommodation in recent years. This often came with increased service charges and was only partially subsidised rather than fully subsidised. He said that expenditure had been reduced by £1.1m from two years previously by aligning to regulations while still providing the best service for residents. Residents were advised when this benefit was not suitable for them, often being redirected to Universal Credit. However, it had not been possible to recoup the amount that was initially expected (a saving of £1m), while rents had also increased leading to the budget pressure.

Kari Manovitch, Delivery Director – Tackling Inequality, explained that Housing Benefit had fundamentally changed because of the migration to Universal Credit and that the Department for Work & Pensions (DWP) no longer subsidised overpayments. In addition, the full expenditure on certain categories of spend (including supported exempt accommodation) was not fully covered by central government and so shortfalls had to be covered by the Council's General Fund. The size of the required spend was dependent on demand and, while projections could be made, this remained a volatile part of the budget.

Comments and questions then followed from the Panel:

- Cllr Connor commented that, as this pressure was to meet statutory obligations, the scope for recommendations was limited.
- In response to a question from Cllr Lawton about the amount of funds received by the Council, Cllr Seema Chandwani, Cabinet Member for Resident Services & Tackling Inequality, explained that the percentages were the same across all Boroughs but there were other variables that would affect this such as the number of people requiring support that would impact on this. She emphasised that there was no budget available to cover the shortfall and so this was paid for from the General Fund.
- Cllr Small commented that it was frustrating that local authorities had to bear these additional costs through no fault of their own and suggested that the DWP should be lobbied to cover costs in full. This was agreed by the Committee. **(ACTION)**

<u>INVEST TO SAVE – Digital on-boarding push</u>

Barry Francis, Corporate Director of Environment & Resident Experience, explained that this proposal involved transitioning people from paper billing to e-billing and that the investment would pay for a campaign to promote this transition. Savings would then be achieved through efficiencies and freeing up of processing hours.

Comments and questions then followed from the Panel:

- Asked by Cllr White for evidence that such a campaign would be successful, Greg Osborne (Head of Revenue, Benefits & Tackling Inequality) responded that other Boroughs with a similar demographic to Haringey had achieved a reasonably high take-up. In addition, at least two-thirds of the accounts had email addresses associated with them so the issues appeared to be a lack of awareness rather than a lack of access. A number of people had signed up to 'My Account' but not then signed up to e-billing so they may not have been aware of this additional step.
- Asked by Cllr Gunes about digital exclusion and alternatives for residents who did not use digital services, Barry Francis said that 100% take-up of e-billing was not expected and so the cohort of people who did not digitally engage with the Council would not be affected by the proposal
- Asked by Cllr White about the format of the e-billing, Barry Francis explained that the online account could by accessed through a web browser and was mobile-phone friendly.
- Cllr Small commented that the 40% take-up referred to in the report seemed to be quite a modest objective given the common use of digital payments in various other services. Greg Osborne responded that this represented only the progress from this single campaign but acknowledged that there was an appetite to improve these numbers by building on this in the future. Cllr Lawton queried the scale of the ambition with the campaign and whether there would be further campaigns in the future. Barry Francis said that there was potential to move people over to e-billing but that it was not yet known how far the reach could go and so it would be reckless to overestimate this and set up a financial saving that was unachievable. Cllr Connor acknowledged that the campaign was the first step and said that it would therefore be helpful to be consider the progress that had been made during the Budget scrutiny process next year. **(ACTION)**
- Cllr Connor raised concerns about cyber-attacks on local authorities and asked how well-protected the Council currently was. Cllr Carlin said that the conversations about cyber-attacks tended to refer to 'when' rather than 'if' because of how frequent these were becoming across the world. However, she was assured that the Council had a strong and experienced Digital team that worked on this. Taryn Eves, Corporate Director of Finance & Resources, added that this issue was high on the Council's Risk Register and there were robust plans in place including business continuity and emergency response plans.

Appendix 4 - Culture, Strategy & Communities

BUDGET PRESSURE – 2026 election costs

After noting that this pressure emerged from additional costs associated with administering elections, comments and questions from the Panel then followed:

- Asked by Cllr Connor whether these costs were unexpected, Cllr Carlin confirmed that they were not unexpected but that, nonetheless, the costs needed to be added to the Budget as elections would be taking place in 2026.

Jess Crowe, Corporate Director of Culture, Strategy & Communities, explained that the budget for the running of the elections had been revised and set at a more realistic rate based on previous experience. This took into account the holding of the count at Alexandra Palace, which was considered to be a more suitable venue, including in terms of the layout, compared to the previous use of the Tottenham Hotspur Stadium. However, the Alexandra Palace venue was more expensive.

- Cllr White observed that the additional costs appeared to be £680k and queried why this was so much more expensive than previous election costs. Jess Crowe noted that the previous cost negotiated for the use of the Tottenham Hotspur Stadium had been unusually low which accounted for part of the difference. Another factor was the increased costs of Royal Mail postage. Cllr White and Cllr Lawton requested additional detail on the breakdown of the additional costs. **(ACTION)**
- Cllr White asked why inflation did not appear to have been taken into account for the estimated costs of the elections in 2030/31. Jess Crowe responded that this was only a projection and that it was difficult to apply a robust figure to this other than by adding a general inflation figure.
- Cllr Small queried whether the new Civic Centre could be used for the 2030/31 elections in order to reduce costs. Jess Crowe agreed that the new Chamber within the Civic Centre would be a flexible space that could be cleared for this purpose.
- Noting that Alexandra Palace was a particularly large venue, Cllr Small suggested that this could be shared with nearby Boroughs for their election counts in order to share the costs. Jess Crowe said that venue sharing was done for GLA and General Elections but that Boroughs tended to be reluctant to move to another Borough for their local count. Other factors such as transport time and the moving of ballot boxes were also disadvantages in these situations. Cllr Lawton commented that the possibility of venue sharing and the potential cost savings should be explored further. **(ACTION)**
- Asked by Cllr Gunes whether the cost of by-elections had been factored into the projections, Jess Crowe explained that, because these elections were smaller in scale and could be managed within the Council's own venues, the costs were minimal and there was contingency for this.

<u>BUDGET PRESSURE – Removal of unachievable advertising income targets</u>

It was noted that the targets for advertising income had been increasing stretched and so this item related to a reduced target from 2026/27 that was considered to be more realistic.

Comments and questions then followed from the Panel:

- Asked by Cllr Small why the previous targets had not been achieved, Jess Crowe explained that these targets had risen steeply in the past few years with only one member of staff leading on this work and an additional staff member added recently. She said that the advertising was a very competitive market and a saturation point may have been reached. There was now a large wrap-around advertisement on River Park House which had been a success due to the high footfall. Opportunities with other sites owned by the Council were being explored but they did not typically have high levels of footfall. Overall, only £400k of advertising income was achieved last year with a target set at £550k for 2026/27. This was a more realistic target but any overachievement would contribute to the overall corporate income target.

- Cllr White queried why this was being presented as a budget pressure rather than as additional income. Taryn Eves explained that the income generation from advertising income had been set out in previous Budgets so this pressure made clear, in an open and transparent way, that not all of these could now be achieved and so £200k needed to be added back to the Budget. She confirmed that there was no double counting as part of writing off this saving.
- Cllr Connor acknowledged that the targets were challenging and suggested that the advertising income should be included in the tracker for the Committee during the Budget scrutiny next year so that the Committee could track this. **(ACTION)**
- Cllr Connor commented that it would useful to receive more details about the savings proposals in the written report in order to reduce the number of clarification questions at the meeting. **(ACTION)**

BUDGET PRESSURE – Correction to Human Resources charge to HRA

Cllr Connor and Cllr Small requested further details on the meaning on maintaining current service levels, as specified in paragraph 1.7 of Appendix 4. Jess Crowe explained that the size of the HR workforce had not been reduced but the proportion of Housing Revenue Account (HRA) funded posts had reduced due to the proportion of work generated. This was driven by factors such as the reduction in the number of agency staff and the insourcing of leisure services which meant that there was more work on the General Fund side.

NEW SAVING – Reduce Business Service Support

Cllr Connor asked about the anticipated impact of the reduction in business support. Cllr Ruth Gordon, Cabinet Member for Placemaking & Local Economy, acknowledged that any reduction in staff working with business would have some impact but that the aim was to alleviate that impact by redirecting the way that the team worked. This would involve focusing on the London Growth Plan and on particular sectors such as the creative sector that linked to the London Borough of Culture work. Several meetings of a business forum had been held to help develop a network and discuss issues such as the Local Plan.

Cllr Connor raised concerns about unintended consequences, including a decrease in communications with some sectors. Cllr Gordon replied that the intention was to communicate just as much as before and that the new business forum provided an extensive network that was not previously available. The focus would be on large strategic sectors within the business community and the Haringey Growth Plan would help to develop this approach. Cllr Connor suggested that it would be useful to see a summary of this approach including the sectors that would be included. **(ACTION)**

Appendix 5 – Finance & Resources

BUDGET PRESSURE – Implementation of Corporate Landlord Model

Taryn Eves explained that this pressure related to new model of operation following a recent review of the running costs and income levels of the Council's operational estate. The budgets had been brought together at the beginning of 2025/26 and this had uncovered significant additional budget pressures from Q1, though this had reduced from Q2 as more of the detail was better understood. It was also hoped that the pressures for 2026/27 may also reduce by the time of the final budget as further efficiencies were identified but the full amount was currently included in order to be prudent.

Comments and questions then followed from the Panel:

- Asked by Cllr Small how much further the pressures might be reduced, Taryn Eves said that she was not in a position to give specific figures but that the pressures at Q2 would be below what had been reported at Q1. She added that the pressures hadn't been created by the corporate landlord model and that the drivers were typically factors such as utility bills and business rates which had always been in the services but were mitigated by other areas of underspend. The forthcoming move to the new Civic Centre was expected to drive further efficiencies and reduce costs.
- Cllr Small queried whether the corporate landlord model would deliver overall savings in the longer-term as originally envisaged. Taryn Eves responded that it had taken some time to fully understand the income and expenditure issues and that there would be further work to identify efficiencies across the estate, but she could not put an overall figure on this. She also highlighted a risk associated with a business rates reset expected from April which could increase costs.
- The Committee recommended that this issue be added to a future Overview & Scrutiny Committee work programme to be monitored further after there had been further implementation of the corporate landlord model and there was greater clarity over the business rates issue. **(ACTION)**

<u>CAPITAL PROGRAMME – Finance & Resources (overall)</u>

Cllr Connor queried why the capital budget in this area was as high as £18m in 2026/27 but subsequently reduced in future years until it reached zero from 2029/30. Taryn Eves explained that the capital schemes in this area mainly related to digital and investment in the operational and commercial estate where it was expected that there would be much greater investment in the earlier years of the MTFS. However, she emphasised that the lower figures towards the end of the MTFS could rise when reviewed as part of next year's budget process due to ongoing rolling programmes and routine maintenance and investment.

<u>CAPITAL PROGRAMME – Reduction in Digital Schemes</u>

Asked by Cllr Connor about the impact of the reduction in this area, Taryn Eves explained that this change emerged from a thorough review of digital schemes. As part of the service modernisation plan, there was a pipeline of projects planned over the next 18-24 months and it had now been calculated that £1.1m could be removed without having an impact on the overall programme. She added that there was also ongoing work to ensure that the need for spending on the ongoing rolling programmes was fully evidenced.

Noting that digital was a significant area of spend, elements of which had been considered across the Scrutiny Panels as part of the budget process, the Committee recommended that this issue be added to a future Overview & Scrutiny Committee work programme to be monitored further. **(ACTION)**

<u>Appendix 6 – Corporate Budgets</u>

Cllr Connor raised a query about the revised levies for the North London Waste Authority (NLWA). Taryn Eves explained that there were two significant levy subscriptions for the Council, one of which was the NLWA and the other was for Concessionary Fares as illustrated in the table on page 117 of the agenda pack. The figures represented the latest forecasts for the levy contributions but did not take into account any increase associated with the new energy plants. She added that the Council was working closely with the NWLA to understand the timescales and financial implications, although it was likely that the financial impact would be outside of the current MTFS period. The Committee highlighted this potential additional cost as a possible future risk. **(ACTION)**

Asked by the significantly different figures in these two areas in 2030/31 when compared to the other years in the MTFS, Josephine Lyseight, Director of Finance, explained that this was because the years from 2026/27 to 2029/30 had only required minor adjustments from the previous MTFS, whereas 2030/31 was a newly included year in the current MTFS. Taryn Eves added that the budget was based on a series of assumptions which were more difficult to predict the further into the future this was, particularly on inflation.

Cllr Small queried the relationship between EFS and the increased general contingency. Taryn Eves explained that the total corporate contingency would be set out in the final budget report and that the allocation for 2026/27 and future years was £25m due to the significant amounts of risk that was being carried. She added that a tighter approach to contingency had been adopted with directorates needing to bid for this which was important because the levels of reserves were not high and it was necessary to reduce the reliance on EFS.

<u>PART B – CABINET REPORT</u>

Introducing the report, Taryn Eves explained that all of the pressures anticipated from 2026/27 and the corporate assumptions had been reviewed during the summer of 2025. The Cabinet had then agreed the consultation process on the new proposals in November 2025. New pressures of £30m had been identified which were in addition to what had been assumed when the details of the budget gap had previously been presented in July. New savings of £2.3m had been identified as well as £4.6m of new management actions – this was in addition to £21.9m of previously approved savings which were planned for delivery in 2026/27. Assumptions made as part of the budget setting process included:

- that Council Tax would be raised by the maximum of 4.99%
- that the Council Tax based would increase by 1%

- an average assumption on fees and charges

Taking into account all of the above, Taryn Eves reported that the budget shortfall for 2026/27 was projected to be £57m. However, this did not take into account the impact of the government's Fairer Funding reforms which was not yet known. A previous consultation paper had indicated that Boroughs such as Haringey could lose a significant amount of government funding, However, a policy paper for the reforms had been published the previous week which set out changes such as housing costs being taken into consideration and the use of the latest deprivation, population and spend data which were important factors for London and indicated that the final allocations for Haringey may not be as bad as previously anticipated. The provisional allocation figures were expected to made available in the week commencing 15th December.

Cllr Carlin and Taryn Eves then responded to questions from the Committee:

- Asked by Cllr Gunes about any impact from the Chancellor's Autumn Budget the day before, Cllr Carlin said that there was no indication that the budgets of local authorities would be increased and that the income from the new charges for higher value properties would be collected by local government but would go to central government. However, she noted that a business rates revaluation review would be going ahead. Taryn Eves explained that the business rates revaluation would come into effect from April and that the multipliers of the rates had been announced with additional support for the retail, hospitality and leisure sectors. This would have an impact on local businesses and also on the Council which paid business rates on its own buildings. There would be transitional arrangements for business rates changes, typically over a three-to-four-year period. She added that there were still plans to look at SEND reforms and there may be more details available on this in the New Year. It had also been announced that the deficit on the Dedicated Schools Grant would be extended to 2028 and it was still unclear what the impact of this would be after 2028. Some additional funding had been announced for playgrounds and libraries in schools but it was not yet clear whether this would benefit Haringey.
- Cllr Gunes requested further explanation of paragraphs 1.18 and 1.20 of the report which acknowledged that reliance on EFS was not sustainable and that more transformational changes would be required from 2027/28 to further reduce spending. Cllr Carlin said that, where there were huge pressures, there would need to be changes in service delivery and that the government was aware of the pressures, including from demographic changes, being experienced across the country by local authorities. She added that the Council would need to make changes through a strategic long-term view, including through invest-to-save initiatives, to achieve a more financially sustainable position. She suggested that further conversations with the government, for example on lowering the interest rates charged for EFS, had the potential to contribute to improving the position of the Council.
- Cllr Small requested further explanation of paragraph 1.14 of the report which described the introduction of an 'independent sounding board' to oversee the delivery of the Financial Sustainability Plan. Taryn Eves explained that these plans were at a very early stage but that the intention was to ask what more the Council could be doing and to provide an independent external challenge on this. It was not anticipated that this would impact on the democratic challenge

which was a separate process. She added that progress on the financial recovery plan was included in the quarterly monitoring report and so the Committee would have sight of this work.

- Cllr White commented that there was a structural problem as the funding structure did not provide enough money to meet the Council's statutory responsibilities and, until this was resolved, it was important for Scrutiny to make sure that the right measures were being taken to reduce expenditure. This included understanding the arrangements for the 'independent sounding board', including who would be appointed to it, whether the meetings would be held in public and whether the Committee would be able to see the agendas and minutes from the meetings. **(ACTION)**
- Cllr Lawton queried how the effectiveness from scrutiny, both through the Overview & Scrutiny Committee and the 'independent sounding board', could be judged. Taryn Eves commented that she would prefer to bring in some independent challenge that was helpful and added value rather than have this imposed upon them. She added that the auditors would also be watching closely and so it was important to ensure value for money and that the independent advice was worthwhile.
- Cllr Small noted that the interest payments for EFS were illustrated in the report but that it did not set out the Council's overall position on existing borrowing. Taryn Eves responded that the Council's debt levels were high according to the CIPFA benchmark and that there was a separate chart on this that could be circulated. **(ACTION)** She added that the chart on EFS interest (on page 81 of the agenda pack) illustrated how the interest charges would grow over the MTFS period as a proportion of the budget if no further action was taken and that this was clearly unsustainable.
- Pressed further by Cllr Connor on the unsustainability of the budget gap, Cllr Carlin said that modest savings would not be sufficient and that there would have to be big transformation across the Council on how services were being staffed and delivered and how assets were being used. Taryn Eves highlighted that a high proportion of the Council's spend was to meet statutory responsibilities and so it would be necessary to think creatively about the opportunities to deliver these differently as there was not sufficient funding in the system.
- Asked by Cllr Connor about the Financial Sustainability Plan, Taryn Eves said that, when the Council's financial response and recovery plan had been published, the aim was not to require EFS in 2025/26 and 2026/27. However, this was no longer achievable and so the Financial Sustainability Plan aimed to minimise the amount of EFS that was used.
- Cllr White requested clarification on why the Council Tax collection rate had been reducing in Haringey and neighbouring Boroughs and what was being done to address this. Cllr Carlin responded that more households were struggling with the cost of living and were getting into arrears at an earlier stage with their Council Tax payments. In addition, because the level of Council Tax had increased in recent years, this meant that the amount of money lost to the Council from defaults was larger. She added that the Council had an ethical debt collection policy to help support people in such circumstances. Taryn Eves explained that, when setting the budget, it was necessary to calculate the Council Tax base and that this included making a realistic assumption about

the collection rate. A collection rate of 96-98% had previously been typical but, since the pandemic and cost of living increases, the rate had decreased.

- Referring to the risks in the report, Cllr White noted that, according to a recent KPMG assessment, the Council had weaknesses in its processes to identify and monitor savings. Taryn Eves explained that this had been a value-for-money risk assessment based on 2024/25 which had identified risks on financial sustainability (due to the reliance on EFS) and also on the delivery of savings. While some contingency was always made for possible slippage in savings delivery, a lower overall percentage of savings had been delivered in the past couple of years. She felt that more stringent processes had been put in place for 2025/26, but there were still some savings in the Q1 finance report that were RAG-rated red and so this may be included again in the next KPMG report for 2025/26. The Council's considerable emphasis on the delivery of these savings was partly why a relatively small amount of new savings had been proposed for 2026/27. Cllr White noted that the KPMG report referred to the identification and monitoring of savings, rather than the delivery of savings. Taryn Eves clarified that the report highlighted all three of these elements and the Council needed to improve on all of these.
- Cllr Connor expressed concerns about the weaknesses in the monitoring processes that were highlighted in the KPMG report and recommended that reassurances were sought that more robust processes were being established. **(ACTION)** Taryn Eves commented that the identification of savings was part of the budget setting process, whereas the monitoring and delivery of savings could be scrutinised and challenged through the in-year quarterly finance reports.
- Given the unsustainable medium-term financial position of the Council highlighted in the report, Cllr Connor queried when any kind of intervention from central government was likely to occur to prevent excessive reliance on EFS. Taryn Eves said that there was currently no indication of this and that it would very difficult to put a limit on local authority expenditure while the current statutory responsibilities to provide certain services were in place. However, it was necessary to demonstrate that the Council was doing all that it could to make savings where possible and that all options had been explored before making an application for EFS. She added that there were some local authorities which had a greater reliance on EFS than Haringey which were still providing discretionary services so there was an issue about defining the roles and responsibilities of local government. EFS was not a long-term solution in her view, but as a S151 officer she had a best value duty to Council Tax payers that the Council was doing everything possible to reduce the reliance on EFS. There were currently 30 local authorities requiring EFS and this number was likely to increase.
- Cllr Connor requested further details on paragraph 11.9 of the report which referred to a £2.37m overspend forecast on the Council's commercial estate. Taryn Eves explained that a property improvement plan was in place following a review from three to four years previously, but that the pace of delivery hadn't been as fast as hoped. There was work underway to bring a backlog of rent and lease reviews up to date and, while the income levels had increased by around £500k since the previous year, the complexity of the commercial property estate meant that this would take some time to complete. Cllr Connor welcomed the progress in this area noting that there was potential for

significant further growth and recommended that the Committee continued to monitor this in future years. **(ACTION)** Cllr Small noted that this was an area where the government had encouraged local authorities to look at investment in digital technology and AI to improve the process of updating old leases and suggested that this possibility should be examined further by officers. **(ACTION)**

- Cllr Connor requested that the savings tracker for savings under the remit of the Overview & Scrutiny Committee that were previously approved but were scheduled to be implemented within the current MTFS period be provided to the next meeting of the Committee on 10th December. **(ACTION)**

RESOLVED – That the list of recommendations made and any further information requested by the Committee be included in the agenda papers for the next budget meeting of the Committee on 19th January 2026.

55. SCOPING DOCUMENTS - SCRUTINY REVIEWS

Cllr White resumed as Chair of the Committee for the reminder of the meeting.

Cllr White highlighted the scoping document and terms of reference for a forthcoming Scrutiny Review by the Adults & Health Scrutiny Panel on communications with residents on adult social care issues. The Committee approved this document.

RESOLVED – That the scoping document for a Scrutiny Review on Communications with Residents (Adult Social Care) be approved.

56. WORK PROGRAMME UPDATE

Cllr White noted that the next meeting of the Committee would be taking place on 10th December 2025 and that the confirmed items were the Finance Update for Q2 and the OSC tracker for previously approved savings. He requested that any proposals for additional agenda items at this meeting should be sent to the Scrutiny Officer.

57. FUTURE MEETINGS

- Wed 10th Dec 2025 (7pm)
- Mon 19th Jan 2026 (7pm)
- Thurs 12th Feb 2026 (7pm)
- Wed 11th Mar 2026 (7pm)

CHAIR: Councillor Matt White

Signed by Chair ………………………………..

Date …………………………………

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON WEDNESDAY 10TH DECEMBER 2025, 7.00-9.40pm

PRESENT:

Councillors: Matt White (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Anna Lawton and Adam Small

58. FILMING AT MEETINGS

The Chair referred Members present to Agenda Item 1 as shown on the agenda front sheet, in respect of filming at meetings, and Members noted the information therein.

59. APOLOGIES FOR ABSENCE

Apologies for lateness were received from Cllr Makbule Gunes.

60. URGENT BUSINESS

None.

61. DECLARATIONS OF INTEREST

None.

62. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

It was noted that, following the questions from Nazarella Scianguetta about disabled accessibility in the Borough at the meeting of the Committee on 20th October 2025, several applications for deputations had been made and accepted for the round of Scrutiny Panel meetings commencing from 15th December 2025.

63. MINUTES OF SCRUTINY PANEL MEETINGS

Cllr White informed the Committee that there were two sets of minutes to note from joint meetings of the Adults & Health Scrutiny Panel and the Children & Young People's Scrutiny Panel which were held on 28th May 2024 and 10th June 2025 and had not previously been considered by the Committee.

Cllr Connor requested that the actions from the joint meetings should be clearly summarised at the end of the minutes in future and that an action tracker from the two previous meetings should be provided so that the responses to the actions could be monitored by the Panel Members. **(ACTION)**

64. FINANCE UPDATE - Q2 2025/26

Cllr Dana Carlin, Cabinet Member for Finance & Corporate Services, introduced the Quarter 2 update report for the Council's 2025/26 financial forecast which projected an overspend of £23.4m. This was an improvement of £10.7m since Quarter 1 and this included a substantial reduction in the overspend on Adult Social Services and Temporary Accommodation. Officers had been working to reduce spend wherever possible including through spending control panels and tight controls on staffing, including a reduction in the use of agency staff. Cllr Carlin also reported:

- An increase in the cost to the Housing Revenue Account (HRA) of dealing with cases of damp and mould.
- That the Council's capital programme was under constant review in order to balance for need for infrastructure in the Borough with the need to reduce expenditure. Priority capital investment would continue, particularly where it would save on future revenue costs.
- 72% of the Council's forecast services spend was on adult services, children's services and temporary accommodation. These were areas where the Council had a statutory responsibility to provide support to those who were eligible. In particular, she emphasised the high number of elderly people living in poverty in the Borough.

Cllr Carlin and Taryn Eves, Corporate Director of Finance & Resources, then responded to questions from the Committee:

- Cllr White noted the ongoing concerns with the size of the budget gap and the additional burden of financing this that would be added to revenue expenditure in future years. He also noted that only £3.8m out of the £10.7m of improvements to the projected overspend could be attributed to the services and requested further details on other factors, including over £5.2m of improvements attributed to 'External Finance'. Taryn Eves explained that this included a revised forecast for corporate budgets and the interest received on this as well as reduced interest payments from lower capital spend than had been budgeted for. It also included an accumulated surplus from the collection fund of Council Tax and Business Rates which had now been brought into the revenue position in order to reduce reliance on EFS rather than a reserve fund which might previously have been the preferred option. She added that the £5.2m should be regarded as a one-off in-year benefit rather than something that could also be budgeted for in future years.
- Cllr Carlin commented that it was reassuring to see some overall improvement in Q2 as there had been constant deterioration in the quarterly updates in the previous year, particularly in areas such as adult social care and temporary accommodation.
- Cllr White highlighted the importance of borrowing and investments as a way of improving the Council's financial position, noting that much of the focus in discussions had been on savings and preventing overspending. Taryn Eves agreed on the importance of long-term financial planning to get to a more sustainable position, particularly given that such a large proportion of the Council's budget was focused on meeting statutory responsibilities.
- Cllr Connor requested further details on unbudgeted additional bad debt provision referred to in paragraph 6.3 of the report. Taryn Eves explained that this related to the debt held across all services and an estimate of how much could be recovered with the remainder then classified as the bad debts

provision. This had increased to £3.9m. She had been keen to include this as part of the Q2 report rather than just at the end of the year, but it was still only a forecast at this stage and had not yet been written-off. This was different to the 'write-offs' figure of £4.7m elsewhere in the report which related mostly to parking. This was actual written-off debt which could not be recovered. Asked by Cllr Connor about the break-down of bad debt provision by each service, Taryn Eves explained that this was currently shown 'corporately' as a total figure in the table rather than within the services because this was still a work-in-progress estimate. She added that the Committee could request further details on these figures if required.

- Cllr Small requested clarification on the gap between the bad debt provision and the 'write-off' category and how this impacted on the EFS requirement. Taryn Eves explained that the provision was an estimate of the debt that would not be recovered which was required for accounting purposes. All opportunities to recover the debt were then explored and exhausted. If the estimate for the bad debt provision subsequently proved to be accurate, then no further pressure would be added to the budget once it reached the 'write-off' stage as it would have already been factored in. In terms of EFS requirement, she said that it was important to forecast how much money would be required as accurately as possible when budgeting for EFS. Cllr Carlin concurred with this approach and said that it was a necessary responsibility to make this kind of provision.
- Cllr Connor requested further details on the housing benefit overpayments referred to in paragraph 6.5, including how much had been lost to the Council as a result of these overpayments. Cllr Carlin clarified that local authorities administered housing benefit on behalf of the government, but it was acknowledged that there would be a certain number of overpayments due to delays or incorrect information which the government would cover. However, if high levels of overpayments were found to be occurring then the government would not cover this in full. Taryn Eves clarified that the overpayments related to historic years and so a written response could be provided to the Committee with the specific figures for the overpayments and the categories that they related to. **(ACTION)** She added that a lot of work had been done in the last couple of years on the detail of the housing benefit pressures including what debt was recoverable and what was not. With more residents moving over to Universal Credit, the issue with overpayments was expected to decline in future years. Cllr Carlin commented that much of the overpayments related to supported exempt accommodation which was a complex area.
- Cllr White referred to paragraph 6.28 of the report which stated that the interest incurred by EFS for 2025/26 would be £2.91m but queried why this was the case when the money had not yet actually been borrowed. Taryn Eves responded that this figure represented the forecast at the Q2 position but acknowledged that this could change by the year end position. She clarified that some EFS borrowing had already taken place within 2025/26 but that any EFS funds that were only borrowed for part of the year would impact on the calculations for the overall final position on the amount of interest incurred.
- Referring to Table 3 on page 27 of the agenda pack, Cllr Connor requested clarification on the difference between the total figure for the savings delivery column for 2025/26 (£5.27m) and the Green savings column of £15.98m. Taryn Eves clarified that the £5.27m had been achieved as a reduction in the budget

whereas the £15.98m was projected to be achieved by the end of the financial year. The £1.64m in the Amber column was at risk of not being delivered and the £11.67m in the Red column was not expected to be achieved. She reiterated that a key reason that the amount of new proposed savings in 2026/27 was limited was that there needed to be a focus on improving the delivery of the £29m of existing savings in 2025/26. Cllr Connor suggested that the Committee should register its concern about the low proportion of the proposed savings that had actually been achieved by the end of Q2. **(ACTION)**

- Cllr White noted that the figures in the savings delivery column for 2025/26 were quite low for some individual areas, such as Housing Demand, and asked what confidence there was that they would be delivered by the end of the financial year. Taryn Eves responded that Housing Demand was moving in the right direction and that savings measures were having an impact. She acknowledged that further due diligence may be necessary and that some one-off mitigations may be required to achieve the full £3.4m of savings, but this was currently forecast to be achieved.
- Asked by Cllr Connor where a tighter grip on savings delivery might be needed, Taryn Eves said that the cross-cutting savings were mainly the ones that were not being delivered in full and so these were the priority.
- Cllr Small acknowledged how much hard work had been going into achieving the savings required by the Council. Asked by Cllr Small how much more might be saved from reducing the Council's reliance on agency staff, Cllr Carlin said that all the Directors had targets to meet on this but acknowledged that this was more difficult in some sectors because of the difficulties in recruiting in certain sectors. However, there were also some longer-term changes that could be made such as training new permanent staff and improving retention. However, Haringey had previously been an outlier in London in having a high level of agency staff but were now slightly below the average. Taryn Eves added that there was now a recruitment panel that met fortnightly in order to maintain tight control on recruitment, with strict criteria on the recruitment of agency staff.
- Cllr Small noted that there was a small underspend on the budgeted spending for capital projects and requested further details on how this had reduced borrowing costs and whether there were plans to reduce this further. Taryn Eves said that some capital spending was from external sources but, where it came from borrowing, any reduction would feed into an underspend on the treasury management budget line which combined several different elements. She noted that it may be useful to separate out interest received and interest paid in future budget papers and would take this as feedback. **(ACTION)** She added that the capital underspend illustrated in Table 5 on page 35 of the agenda pack reflected only the variance from Q1 to Q2 rather than the overall change since the beginning of the financial year. It was agreed that the figures from the beginning of the year would be provided to the Committee. **(ACTION)** The total capital underspend over 2025/26 was therefore higher than this which reflected scale of the benefit to the treasury management line. While some capital spending was essential, she noted that minimising capital borrowing was part of the Finance Recovery Plan and so there had been schemes that were taken out of the capital budget following a review in the summer. She added that an underspend of £2m on capital financing had resulted from changes to the historic minimum revenue provision (MRP) following an external review.

- Asked by Cllr Gunes about the impact of unachieved 2025/26 savings on the 2026/27 budget, Taryn Eves explained that the proposed budget and EFS requirement for 2026/27 was set on the assumption that all 2025/26 savings would be achieved in full. Unachieved savings would therefore need to be offset by one-off mitigations or through contingency.
- Cllr Gunes queried the consequences of the approach to asset management, for example if the organisations that were the existing tenants were not able to pay higher levels of rent. Taryn Eves said that maximising the use of operational assets and commercial assets were important to the Council's financial sustainability. All properties in the commercial portfolio were being considered, including the leases in place and ensuring that the rents reflected the current market. If any local organisations were in need of additional support then this would be treated as a separate conversation from the lease and rent reviews.
- Cllr Gunes requested further details on the overspends in the large service areas such as adult social care, children's services and temporary accommodation. Taryn Eves acknowledged that the reason for the overspends was that the previous budget projections had not been accurate and so attempts had been made to strengthen the estimates this year, including through greater use of scenario planning. Nevertheless, there would always be some risks and uncertainty and so she was considering bringing forward a higher level of corporate contingency to manage that risk.
- Cllr Lawton referred to paragraph 6.7 of the report which described the off-one use of contingency to target a backlog in the Benefits team and sought reassurance that this would not need to be repeated in future years. Taryn Eves explained that bids were required to be made to her and the Corporate Leadership Team (CLT) for the use of contingency funds and clarified that any regular overspends would need to be built properly into future budgets. The use of contingency for the Benefits team was for a 12-month period to address the workload. However, she acknowledged that there was a need for improved processes in the services to ensure that situations like this did not recur and that this was part of the overall consideration.
- Cllr Lawton requested further explanation of paragraph 6.22 of the report which stated that the approach to income generation was not delivering as expected. Taryn Eves explained that £500k of new income had been built in as an assumption but that the programme had been delayed. She acknowledged that the programme had not been resourced and prioritised as it perhaps should have been and that there was potential to generate in excess of the £500k figure in future. She noted that income generation was taking place within the Directorates and that this programme was part of an additional cross-cutting approach. She expected that the position for this programme would show an improvement by the time of the Q3 update report. Cllr Connor suggested that this issue should be monitored further by the Committee in future update reports. **(ACTION)**
- Cllr White raised the issue of the 5% staffing saving and any negative consequences arising from this, such as the increased workload for staff or knock-on financial implications such as difficulties with achieving income generation. Taryn Eves said that each Directorate had been set the 5% target which then had the flexibility to determine how to achieve this. Clearly it would not make sense to remove posts which generated income and the approach

had varied across Directorates so Scrutiny Panels may wish to explore these separately in their relevant service areas. However, she acknowledged this it was very difficult to maintain the same workload while reducing the workforce and so any restructure required an element of prioritisation.

- Cllr Small commented that the focus of the scrutiny work was often skewed towards looking at savings more than income generation which was just as important. Taryn Eves responded that there were some very specific income targets in the papers and recommended that these should be considered by the Scrutiny Panels. She added that income generation could be strengthened across the Council and may require a culture change to adopt a more commercial approach as the range of income opportunities had not been exhausted.
- Cllr White raised the Disposals Policy which was referred to in paragraph 9.13 and asked how this could be scrutinised given that much of this was exempt information due to commercial sensitivities. Cllr Carlin commented that there was some benefit to keeping politics out of property with a logical and objective process and without being vulnerable to lobbying. She also noted that local authorities in receipt of EFS were specifically precluded from disposing of any property that was considered to be a community asset. Cllr White said that there was still some value in the scrutiny role to ensure that the disposal of assets was getting best value and was not against the public interest. He proposed a recommendation that careful consideration be given to what information about the Disposals Policy could be provided to the Overview & Scrutiny Committee. **(ACTION)**

Recommendations on the main report were then summarised:

- Paragraph 6.5 - That the figures for the housing benefit overpayments and the categories that they relate to should be provided to the Committee.
- Paragraph 6.22 – That progress on the cross-cutting income generation programme should be included in future update reports to be monitored by the Committee.
- Paragraph 9.13 – That consideration should be given to what information about the Disposals Policy could be provided to the Overview & Scrutiny Committee.
- Table 3 – The Committee registered its concern that a low proportion of the proposed savings had been fully delivered by the end of Q2 (£5.3m out of £29.3m).
- Table 5 – That details of the capital budget from the beginning of 2025/26 (rather than the beginning of Q2 as in Table 5) should be provided to the Committee.

The Committee then considered the ten appendices to the report. In some cases, all or part of the individual appendices were not scrutinised by the Committee as these would be scrutinised instead by the relevant Scrutiny Panels at a later date.

Digital Transformation Savings

It was noted that Digital Transformation Savings were included in Appendix 3 and marked as Red on the RAG rating but were also included in Appendix 4 and Appendix 6. Asked by Cllr Connor about any changes in Q2 compared to Q1, Taryn Eves referred back to the service modernisation programme which the Committee had received a full update about in October 2025. This was a cross-cutting programme looking at digital opportunities across all Council services overseen by a board which was chaired by Taryn Eves. The current priority was on housing demand and adult services issues due to the financial pressures in these areas and because of the pressure on customer services from housing issues. As a consequence of this, the delivery for the services that were not prioritised would take longer and this is why they were currently rated as Red.

Cllr Connor queried why the shortfall for this item and other items in the savings table in Appendix 4 (pages 73-76) were shown as zero even though some were marked Amber or Red. It was clarified that this was an error and Taryn Eves agreed to circulate a corrected version of the table to the Committee. **(ACTION)**

Appendix 4 – Finance & Resources

Cllr White noted that, under Finance & Resources, there was a small increase in the overspend by £303k but some significant movements in both directions within this including an overspend of £169k from the Chief Executive's Office even though the base budget was only £115k. Taryn Eves said that she would provide a written response about the line on the Chief Executive's Office. **(ACTION)** On the Capital Projects and Property line, she explained that the significant movements related to the significant overspend on the corporate landlord model which had consolidated costs such as utility bills and business rates which had revealed a budget pressure. This had previously been reported on as part of the budget scrutiny meetings in November 2025. In addition, as explained in paragraph 1.5 of Appendix 4, there were some staff costs which had previously been capitalised but now needed to be categorised as revenue costs which created a further budget pressure.

Appendix 5 – Corporate Directorate

Asked by Cllr Connor for further explanation about the Enabling Services Review on page 84 of the agenda pack, Taryn Eves said that this review was to consider the best operating model for non-frontline services including project management, finance, business support, human resources, digital communications and engagement. Some of these services were centralised and others were decentralised or mixed and so the review aimed to identify areas of duplication and possible efficiencies. She acknowledged that there was a shortfall of £900k against a target of £1m and said that this was largely because the priority had been on the service specific savings and so projects such as this had been slow to get started with only the project management area worked on so far. The shortfall was expected only in 2025/26 with the full saving made in subsequent years.

Cllr Connor noted that the projected saving for Commissioning, Procurement and Contract Management was zero against a target of £3m. Taryn Eves said that this was again because this project had been slow to get started but explained that there were two elements to this project – the review of existing contracts and the recommissioning of contracts with the majority of the savings expected to be realised through the latter element.

Appendix 10 - Finance Response and Recovery Plan

Referring to the item on improving forecasting accuracy, Cllr Connor noted that an exercise was underway on the Strategic Property budget which was forecast to be a high-risk area. Taryn Eves said that this was about getting the forecasting as accurate as possible by looking at the detail of the Strategic Property budget in terms of both spending and also on income where there had been some historic underachievement on income. As this budget had been carrying a shortfall for a number of years, her priority was to consider future income opportunities as this was where the greatest potential for addressing the shortfall would be.

Cllr Connor queried the meaning of the term “one version of the truth” which was used twice in Appendix 10. Taryn Eves explained that the Council had multiple ways of collecting information such as financial forecasts and RAG ratings which created challenges when assembling dashboards. The aim was therefore to establish one set of information on key indicators and forecasts that could be owned corporately and understood across the Council.

65. PREVIOUSLY APPROVED SAVINGS

Cllr Connor chaired the Committee for this item as it related to the proposals for the Budget 2026/27 and MTFS (Medium-Term Financial Strategy) for 2026/27 to 2030/31.

Cllr Connor explained that the purpose of this item was to receive an update on the progress of savings under the remit of the Overview & Scrutiny Committee which had been approved in previous years but were being implemented during the forthcoming MTFS period. She commented that, because these were often multi-year savings and that the table showed only the current MTFS years from 2026/27 to 2030/31, it would be helpful in future for the table to include information about any part of the savings which had already been achieved in the years prior to the MTFS period. Taryn Eves said that a 2025/26 column could be inserted into the table. **(ACTION)** Taryn Eves commented that this was not new information and, because these savings had previously been agreed, they had been shown as a single line in the recent Budget papers and this additional table provided a more detailed breakdown of that line.

The Committee then raised questions about specific items in the table:

- Asked by Cllr Connor about the reduction in Housing Benefit costs (Corporate & Customer Services), Taryn Eves explained that £3.5m had been added to the budget for this in 2025/26 and the aim was to reverse this growth by £1m in 2026/27 and then a further £2m in 2028/29. This was why it was classified as an ‘Other Adjustment’ as opposed to a new saving. However, the £1m reversal for 2026/27 could now no longer be achieved and so this had been reintroduced as a budget pressure in the 2026/27 budget proposals. The proposed saving of £2m in 2028/29 would need to be kept under review with three further budget rounds to take place before this point. Cllr Carlin reiterated that it had previously been expected that the Council would no longer be administering Housing Benefit due to the transition over to Universal Credit. However, it had since become apparent that some groups, such as those in supported exempt accommodation, were remaining on Housing Benefit with some complicated cases still being administered by the Council.

- Asked by Cllr Connor about the reduced cost of internal audit contracts, Taryn Eves explained that the current contact with Mazars was due to end in February and it was forecast that a small saving could be made by competitively re-tendering.
- Cllr Connor referred to the Asset Management savings/income growth (Capital Projects & Property) of £450k in 2026/27 and £300k in 2027/28. She compared these to the £350k savings/income growth for asset management in 2025/26 set out in Appendix 4 of the Q2 Finance Update report (page 75 of the main agenda pack). After some clarification of the figures, it was understood that marginally higher improvements were anticipated in 2026/27 compared to 2025/26.
- Asked by Cllr Connor about the agreed savings on Digital Transformation (Digital & Change), Taryn Eves clarified that previous budget report had forecast savings of £2.8m in 2025/26, £2m 2026/27 and £2m in 2027/28. It had since been necessary to re-profile this forecast as the savings would now take longer. The two £2m sections were moved back by one year with no savings proposed for 2026/27 in order to allow more time for the first £2.8m section to be achieved.
- Following on the above question, Cllr Small observed that it appeared to be the commercial and income generation parts of savings that sometimes lagged behind. Cllr Carlin said that she shared this frustration and that, if there was an area that could deliver an income, the Council needed to finance this properly, for example in digital transformation which had taken some years to get to the current stage. She added that it was recognised corporately that the reliance on EFS was not sustainable and that cross-cutting savings and income generation from assets were necessary elements of stabilising Council services but that resources were required to achieve this. In relation to the digital transformation, Taryn Eves added that the team only went live in February/March 2025 with over 40 projects now underway and this work was now delivering results, although the forecasts for 2025/26 had been too optimistic. Cllr Carlin commented that, as the cost of procuring digital products for public services was so high, the benefits of delivering these bespoke programmes in-house with permanent staff was a strong position with which to achieve transformation.
- Asked by Cllr Connor about the total figures for management actions and budget changes at the bottom of the table, Taryn Eves said that this was based on the position in July with further management actions and pressures added through the new budget report that had recently been seen by the Committee.

66. WORK PROGRAMME UPDATE

Cllr White then resumed the chairing of the meeting.

Cllr White reminded the Committee that the final budget meeting of the Committee would take place on 19th January. The following meeting on 12th February was reserved for non-finance items with only ‘worklessness’ pencilled in so far with other suggestions required for this meeting.

In view of the heavy agenda for the 19th January 2026 meeting, the possibility of an earlier start time was discussed with Committee members indicating they could be available by 6pm at the earliest. However, as the Treasury Management training usually took place before the meeting, Dominic O’Brien, Scrutiny Officer, said that he would look into the scheduling of the training and then agree a start time for the Committee meeting in consultation with the Chair. **(ACTION)**

Committee Members requested that paper copies of the agenda be distributed to them by post in advance of future Committee meetings. **(ACTION)**

67. DATES OF FUTURE MEETINGS

- Mon 19th Jan 2025 (7pm)
- Thurs 12th Feb 2026 (7pm)
- Wed 11th Mar 2026 (7pm)

CHAIR: Councillor Matt White

Signed by Chair ………………………………..

Date …………………………………

MINUTES OF THE MEETING OF THE ADULTS & HEALTH SCRUTINY PANEL HELD ON THURSDAY 13TH NOVEMBER 2025, 6.30 - 10.00pm

PRESENT:

Councillors: Pippa Connor (Chair), Cathy Brennan, Thayahlan Iyngkaran, Sean O'Donovan and Felicia Opoku

25. 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'.

26. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Sheila Peacock and Helena Kania.

Apologies for lateness were received from Cllr Felicia Opoku.

27. ITEMS OF URGENT BUSINESS

None.

28. 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.

29. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

30. MINUTES

The minutes of the previous meeting were approved as an accurate record.

RESOLVED – That the minutes of the meeting held on 22nd September 2025 be approved as an accurate record.

31. SCRUTINY OF THE 2026/27 DRAFT BUDGET / 5-YEAR MEDIUM-TERM FINANCIAL STRATEGY (2026/27 - 2030/31)

At the outset of this item, Cllr Connor noted that some additional information had been provided to the Panel as a printed spreadsheet which set out details of savings which had been agreed in previous years but would be implemented during the forthcoming Medium-Term Financial Strategy (MTFS) period.

Details on the Budget for 2026/27 and the MTFS for 2026/27-2030/31 were provided by Neil Sinclair, Head of Finance (People), Jo Baty, Service Director for Adult Social Services and Cllr Lucia das Neves, Cabinet Member for Health, Social Care & Wellbeing.

Neil Sinclair introduced the report commenting that the Council faced an extremely challenging financial situation driven by continuing trends of increased demand and increased costs of services. A range of future pressures had been considered and it was forecast that at least an additional £30m would be required in 2026/27, mainly in adult social care and also temporary accommodation. £7.0m of new savings proposals for 2026/27 were included in the report, adding to the £14.9m of previously agreed savings proposals, which meant that a total of £21.9m of savings were planned for implementation in 2026/27. Brought together with the corporate assumptions about likely inflation and interest rates, it was estimated that the Council would need to apply for £57m of Exceptional Financial Support (EFS) from the Government in 2026/27. It was also estimated that a total of £71m of EFS would be required in 2025/26 – this comprised of the £37m of EFS that was originally forecast plus £34m of in-year overspend. The EFS received in 2024/25 was £10m. Chart 2 on page 43 of the agenda pack showed the forecast cumulative increases in the EFS over the MTFS period which was clearly not sustainable. Table 6 on page 45 of the agenda pack illustrated the breakdown of the budget gap.

Neil Sinclair commented that getting the EFS figures right was a complex process with a number of moving parts and that the final figures would not be confirmed until the accounts were closed for that financial year. The Council was doing everything it could to reduce expenditure, implementing spending controls and improving income collection. The Council would also continue to lobby the Government on the current funding system as it was not currently sustainable to meet the Council’s requirements.

Neil Sinclair, Jo Baty and Cllr das Neves then responded to questions from the Panel:

- Cllr Connor asked about the figures in Chart 3 on page 43 of the agenda pack which set out the forecast annual EFS interest charge. Neil Sinclair confirmed that the £6.1m of interest charges forecast for 2026/27 were already included in the overall budget forecast and EFS requirement for 2026/27 and also for future years. The EFS was repayable over a period of 20 years.
- Cllr Connor referred to the forecast in-year overspend of £34m for 2025/26, noting that £7.6m of this overspend related to adult social care. Asked whether the adult social care figure could be reduced, Neil Sinclair said that the direction of travel was currently positive and that spending controls were being maintained. Jo Baty added that, while demand was not reducing, there were a number of measures being used to maximise income, claim grants and improve

joint funding arrangements. Culturally, the organisation had worked hard to make finance everyone's business and the benefits of this were being seen. Other measures included the approach to commissioning with providers. Jo Baty acknowledged that this could be a particularly tricky area because of the Council's objectives to ensure that people were paid the London Living Wage and that residents were provided with stability and good quality of care. She also noted that the complexity of cases coming through was rising and that some providers felt able to charge inflated prices which made the managing of commissioning costs so important.

- Referring to Table 6 (Budget Gap) on page 45 of the agenda pack, Cllr Brennan queried why the new pressures were £30m in 2026/27 but were projected to be approximately half of this in subsequent years. Asked how reliable these projections were, Neil Sinclair clarified that he could only comment on the adult social care element of this which was £10.6m out of the £30m of new pressures in 2026/27. £7m of the £10.6m figure related to placement demand pressures but there was also a further £8.2m of service pressures approved in previous years. There was therefore a total of £15.2m of placement demand pressures which were added to the budget on a recurring basis. Regarding the forecasting process for this, Cllr das Neves explained that a range of projections were calculated including best and worst case scenarios. However, the figures in the report were in the middle of this range. Neil Sinclair added that a number of factors were built into the forecasting with inflation set at 4% but other factors included the London Living Wage which would rise by over 6%. However, negotiations with providers on uplifts were ongoing.
- Cllr Iyngkaran requested further details on the assumptions behind the halving of the new pressures in the three years after 2026/27. Neil Sinclair said that he could only comment on the adult social care element which accounted for the assumptions at the MTFS projections set the previous year plus the gap from the current year. This would reach a level that the Council believed was sustainable going forward and then subsequent years included further increases to account for the increased demand and complexity that was anticipated. Jo Baty added that managing the rising levels of demand required improvements to the digital response and to the availability of advice and guidance, including signposting to other sources of support where appropriate. She reported that at least half of the demand at the 'front door' of adult social care did not lead to a Care Act Assessment.
- Asked by Cllr Brennan how the figures on pressures were adjusted in-year as actual costs become clearer, Neil Sinclair explained that pressures had been applied in previous years but that this was now being updated through this budget setting process as further pressures on top of this were now anticipated. The MTFS was updated each year which included all moving parts including pressures, savings, inflation and other factors.
- Cllr O'Donovan referred to paragraph 12.26 of the report which explained that the new savings proposed were relatively low because the Council was already committed to deliver £33.9m of savings and the priority was to unblock any barriers to delivery. Asked about the blockages in adult social care, Jo Baty said that capacity and staffing was a priority issue. She explained that some of

the savings sat within commissioning which required recruitment to the team to deliver these. However, this had been delayed by liquidation of NRS Healthcare, which was the community equipment provider for residents. Other recruitment was also needed, for example to carry out reviews for residents who had been placed out of borough. This would enable the service to have the staffing capacity to be more responsive and work with partners to make the necessary savings and improvements that were required. However, there was always risk associated with organisational transformation. She added that the Mental Health Trust was also experiencing major change and so there could be difficulties in navigating their services to support some of Haringey's most complex and vulnerable residents. Continuing Healthcare funding arrangements was also a difficult and complex area where savings for the Council was needed. Cllr das Neves added that the Health Service Journal had recently reported potential cuts to the Better Care Fund which was an example of regular changes that could impact on the Council's finances and multiple systems that are under deep pressure.

- Cllr O'Donovan highlighted the importance of investing to save where possible and avoiding cuts that could lead to additional costs in future.
- Cllr Iyngkaran sought clarification on the forecast EFS charges in Chart 3 and whether this included the reduction of the capital amount. Neil Sinclair confirmed that this illustrated the interest charges only. The Panel requested further details on the scheduled repayment of the EFS as this was not included in the report. **(ACTION)**
- Cllr Iyngkaran asked about the impact of cost controls on the services received by residents. Cllr das Neves responded that the statutory duty to the Council did not change but there were other ways to control costs, including reform to the social care system which was fundamentally broken at a national level. She said that this was a necessary national ambition in the medium-term because the status quo was unsustainable with adult social care directors across the country unable to balance their budgets. Jo Baty added that demand could not be controlled but it could be managed better by the Council and services could be delivered more efficiently. This included the delivery of day services that were more relevant to the needs of residents for example.
- Cllr Connor referring to the huge scale of the budget gap over the MTFS period and to paragraph 13.6 of the report which stated that *"In the future, not everything may be affordable, and the Council's limited financial resources will need to continue to be prioritised to the most vulnerable".* Asked how this challenge could be addressed by adult social care services, Cllr das Neves reiterated the possible ways of driving efficiencies that Jo Baty mentioned earlier and the existing savings that were committed to, but emphasised that there wasn't a huge amount more that could be saved in this area. She added that it might be possible to be more ambitious with invest to save proposals when the national themes became clearer. Jo Baty said that staffing was critical in order to get up to pace in certain areas including with Continuing Healthcare negotiations, to have someone leading on transition in commissioning, investing in the Carers' Strategy and investing in digital. The 31Ten consultancy was also reviewing the effectiveness of the Council's panel arrangements on

financial decisions. There had therefore already been a significant amount of invest to save work.

- Asked by Cllr Brennan about savings on commissioning and procurement, Jo Baty explained that she chaired the Commissioning Board in adult social care with the work in this area being led by the Assistant Director for Commissioning & Programmes and that this area had been tightened following the procurement legislation to ensure that the service was in compliance. Going forward they would be looking for stronger representation in the corporate space. Cllr das Neves added that a lot of the spending in adult social care was led by a market management approach with others in the North Central London area and so the scope for further savings in this area was limited. Jo Baty added that there were also capacity issues because it was necessary to have enough operational commissioners to be able to provide assurance of the quality, safety and value for money of the provision on the ground.
- Following on from the previous point, Cllr Brennan noted that a report to the Audit Committee earlier in the week had made reference to the daycare placement out of Borough. Jo Baty explained that this type of placement was typically very expensive and there were now fewer providers in the market so the Council was making efforts to reduce spending in this area. Neil Sinclair added that the Director of Finance was leading a commissioning modernisation process across the Council to improve quality and standards. Cllr das Neves indicated that she would be happy to bring a more detailed report to the Panel in future on strategic commissioning as there were ongoing conversations about different ways of commissioning locally and with various partners. **(ACTION)**

Cllr Connor then summarised the areas discussed by the Panel and the recommendations to be put forward to the Overview & Scrutiny Committee as follows:

- The Panel noted with concern the risks associated with the cumulative projected budget gap of £192.5m between 2026/27 to 2030/31 as illustrated in Table 6 on page 45 of the agenda pack.
- The Panel referred to the significant annual levels of interest charges incurred by the Exceptional Financial Support (EFS) as illustrated in Chart 3 on page 43 of the agenda pack. The Panel requested that further details be provided on how the capital repayments were factored into future budgets in the MTFS period.
- The Panel also noted that, as stated in paragraph 13.6 of the Cabinet report, due to the Council's limited financial resources, this may mean spending more in some areas of greatest need and priority and more significant reductions in other areas. It would therefore be necessary to understand further what this would entail for the future of adult social care services.
- The Panel expressed concern about the cuts to the Better Care Fund and the risk of the knock-on impact on adult social care services. It was recommended that this be monitored further by the Panel going forward.
- The Panel welcomed the approach to invest to save through improvements to digital solutions but noted that similar proposals had been seen by Scrutiny in

previous years that had not fully come to fruition. The Panel therefore noted a potential risk in the delivery of these improvements.

- The Panel felt that there was a particular ongoing risk over the rising costs from service providers within the adult social care sector and the potential impact of this on the modelling of anticipated expenditure over the MTFS period. The Panel made reference to the risk highlighted in the recent KPMG Value for Money Risk Assessment to the Audit Committee which stated that
  - *"The Council does not have adequate procurement processes in place to enable it to achieve value for money in respect of contracts entered into for services received."*
  - *"The Council does not have adequate processes in place to ensure that Adult Social Care spend is sufficiently forecast and managed"* (page 43, agenda papers for Audit Committee, 10th Nov 2025).

  It was recommended that the strengthening of procurement processes be monitored further by the Panel going forward.

The Panel then focused on the pressures and savings that had previously been agreed:

- Asked by Cllr Connor whether the previously agreed savings were on track to be delivered, Jo Baty confirmed that she was confident that they could be delivered but that any areas that became a concern would be reprofiled. She added that the extra staffing capacity would be very helpful in every area of improvement and saving.
- With regard to deliverability, Cllr das Neves referred to the liquidation of the community equipment provider, NRS Healthcare, which was an unexpected event that had a significant impact on the Department. Provider failure was a challenging issue because of the need to obtain alternative provision while maintaining control over costs.
- Asked about the £300k cost under 'Resettlement' for 2026/27, Neil Sinclair explained that these were budget support adjustments which corresponded to -£150k figures in both 2024/25 and 2025/26.
- Cllr Opoku queried the adjustment on resettlement funding (partnership and communities). Cllr das Neves said that some resettlement work was funded by grant programmes and that the Council would be renewing its Welcome Strategy to continue supporting voluntary sector organisations skilled in resettlement and working with communities in an innovative way. She also welcomed the Government's commitment to move away from one-year contracts towards longer-term funding as this improved the scope for effective planning. Jo Baty emphasised the importance of maintaining strong links with the voluntary and community sector and not relying on one organisation. This would help to make the system work for residents and ensure that they were directed to reach information, advice and guidance more quickly without the need to contact many different organisations.
- Cllr Connor noted that the saving on transitions resulted from fewer young people coming through the service but queried why this was the case when there was increased pressure on adult social services in the younger adults

cohort. Neil Sinclair explained that assumptions around transitions savings and cost had been built into the budget two years previously. However, following a further piece of work in summer 2025, based on newer data about expecting numbers and the anticipated support needs, further savings had been identified. Cllr das Neves added that the younger adults bracket for adult social services was a very broad age bracket of 18-65 so demand in this area did not necessarily decline when there were lower numbers in transitions.

- Asked by Cllr Iyngkaran about transport costs associated with transitions, Jo Baty explained that entitlements could be different for the 18-25 age group compared to under-18s which she acknowledged could be a major issue for parents due to the changes in arrangements that could be required.
- With regard to Supported Living Contracts, Cllr Connor queried the joined-up approach between the Adult Social Services and Housing teams. Jo Baty confirmed that they were working with Housing and that this item involved moving from spot purchasing arrangements to block purchasing arrangements which tended to be less expensive. This was a complex area as different residents required different levels of support needs but there were also opportunities for collaboration locally.
- Cllr O'Donovan expressed concern about the reduction of the capital item for the in-Borough children's respite facility on page 60 of the agenda pack. It was noted that this item would be scrutinised by the Children & Young People's Scrutiny Panel on Tuesday 18th November.

Cllr Connor then summarised the areas discussed by the Panel and the recommendations to be put forward to the Overview & Scrutiny Committee as follows:

- On the Supported Living Contracts item, the Panel emphasised the importance of ensuring that the housing capital projects would align with social care commissioning needs and anticipated levels of demand.
- The Panel recommended that further scrutiny was required on transitions, in partnership with the Children and Young People's Scrutiny Panel, in order to understand the reasons for the reduced numbers despite the national trends appearing to indicate greater demand.
- The Panel noted that, of the previously agreed savings, there were no current concerns about these becoming undeliverable.

The Panel then focused on the new pressures detailed in Appendix 2 starting from page 61 of the agenda pack:

- Referring to paragraph 1.5 of Appendix 2, Cllr O'Donovan queried why the number of Younger Adults with a Physical Disability primary need was projected to rise by 28% (from 615 to 787) by March 2027. Neil Sinclair explained that this was part of an ongoing trend which was expected to continue. However, the size and cost of the care packages tended to be smaller than other cohorts. Cllr das Neves said that a significant part of the additional demand being seen tended to involved people in their 50s and early 60s with greater complexity of health conditions.

- Cllr Iyngkaran requested further detail on how the £3.6m figure for the Adult Social Care staffing cost pressure had been reached. Jo Baty said that the additional £3.6m provided the security that the service would have enough staff to meet demand, to fulfil statutory duties and to deliver required savings over the next three-year period. The business case and specific figures for this had been developed in conjunction with the HR and Finance teams. There would also be some reconfiguration of the team to meet needs in the areas of highest demand in the east of the Borough and also strengthening the safeguarding team. There would also be improvements in the delivery of the Carers Strategy including more staff undertaking care reviews. The additional funds would also help to ensure greater stability of staffing which had been an issue of concern in recent years. She added that there was a slide deck detailing the high-level posts that were being added which could be shared with the Panel **(ACTION)**
- Asked by Cllr Iyngkaran why there were no further new savings proposed beyond 2026/27, Jo Baty explained that it had been agreed with the Director of Finance that the focus needed to be on delivering the savings that had already been committed to, including the current in-year savings. However, further proposals were possible in future years.
- Cllr Connor observed that there had historically been challenges with the retention of social workers and asked how confident the service was about doing so with the new staff being brought in. Jo Baty responded that visible leadership and strong communications with staff were important elements of this, including being upfront about the improvements required and the challenges involved with delivery and the existing systems. A workforce race equality scheme was being implemented to help with career progression at all levels. Getting a solid workforce development programme in place would also help with this. However, she acknowledged the challenges involved with retention, particularly because staff in London did often change jobs on a regular basis.
- Asked by Cllr Connor about the pressures on staff to deliver the 10 areas of improvement specified by the recent CQC inspection. Jo Baty responded that the improvement plan had recently been delivered to an expanded leadership team. Further work on KPIs was required and a new performance framework for staff would be piloted which would help people to know where they fit in the improvement agenda and how they could contribute.
- Cllr Connor requested further details about the management actions set out in the table on page 61 of the agenda pack, Cllr das Neves said that this included using the public health grant effectively, maximising income in areas where the NHS contributed to services, the continued negotiations of Continuing Healthcare and the evidence base for Section 117 (Mental Health Act) work. It also included improved monitoring of providers so that charges were only made for actions that had been completed, such as visits for example. Asked to clarify why the projected savings were significantly higher in 2027/28, Neil Sinclair explained that this was due to the scaling up of work in 2026/27, the benefits of which would then be realised the following year.
- Cllr Brennan highlighted the importance of appropriate support and training for social workers given the public facing nature of their role. Jo Baty replied that a

layered approach was required as different issues could arise at different levels. It was therefore important to ensure that staff had professional supervision and proper training as part of an efficient business-like approach. She added that the tone of the notes written by social workers could be a good indicator of training as these should be written in a respectful and non-judgmental way. Cllr das Neves spoke about members of staff that she had met who modelled all the right behaviours and that this type of staff would help others to develop.

Cllr Connor then summarised the areas discussed by the Panel and the recommendations to be put forward to the Overview & Scrutiny Committee as follows:

- The Panel welcomed the additional investment in staffing and highlighted staff retention as a potential risk as this could impact on the Council's ability to fulfil its statutory duties. It was recommended that workforce issues be monitored further by the Panel going forward, particularly in relation to improvements to Care Act assessments.

The Panel then focused on the new saving on adult social care charging policy detailed on page 81 of the agenda pack:

- Asked by Cllr Connor for further explanation about the charging policy, Cllr das Neves clarified that this was not about failing to collect money but instead was about putting in more resource in order to carry out assessments earlier and managing the process better. This meant that people would be charged when they started to receive care rather than when they first had a financial assessment. The implementation of this involved an invest to save approach. Jo Baty added that Disability Action Haringey had recently won a contract (not from the Council) on information, advice and guidance and they would work with the Aged Debt Board on concerns about disabled residents who found out about the scale of their contributions at too late a stage. Support was also being provided to the Council by Safeguarding Circle to assist with managing safeguarding risks. Neil Sinclair added that the Council had not historically been good at managing debt and joining up different parts of the Council to support effective processes in this area. This change would establish better processes, including by ensuring that residents were kept up to date about their case and that debts were recovered before the accumulation of large sums. He added that there was a programme board looking at the collection of debt and the removal of unrecoverable debt from the books.
- Asked by Cllr Connor about the total amount of income generation expected from the proposal, Neil Sinclair clarified that this would be over £1m in total, but after accounting for extra staff costs this would be reduced to £909k.
- Cllr Connor said that this was a good initiative but queried why this money had not been collected in the past. Cllr das Neves acknowledged that some money may not have been recovered previously but the resource to reform this process had not previously been put in.

- Asked by Cllr Brennan about the assessment for people who could not afford care, Jo Baty explained that residents needed the right information, advice and guidance right at the beginning of the process so that they could make informed decisions. The proposal was about working in a person-centred way and to avoid circumstances where residents were building up debt to the Council. Cllr das Neves commented that some people were still unaware that financial contributions and financial assessments were required in order to access adult social care services. She added that she considered the proposal to be the right level of policy change and brought Haringey more in line with other Boroughs, although some local authorities were charging more to their residents.

On the new savings proposal, the Panel concluded that:

- This was a necessary piece of work and the income generation was welcomed by the Panel.
- The Panel had sought assurances that residents on low incomes would not be put in circumstances where they did not have access to care services and the Panel felt that this point had been answered to their satisfaction.
- The Panel expressed concerns that this policy change had not been carried out in the past as this could have achieved savings at an earlier stage. The Panel queried whether there were any other similar areas where practice was out of step with other Boroughs and opportunities for income generation may be being missed.

The Panel briefly spoke about the savings proposal on page 82 of the agenda pack (reduction of floating support contracts) which related to the housing-related support available to vulnerable residents. While this proposal was from the Adult, Health and Communities service, it was within the remit of the Housing, Planning & Development Scrutiny Panel and not the Adults & Health Scrutiny Panel. Cllr O'Donovan commented that:

- The proposal was to deliver a 35% reduction in contract value, and the floating support services would then prioritise those with the most complex needs and highest risk of tenancy breakdown with a focus on crisis intervention and short term intensive care.
- That other residents with needs that don't fall into those categories, may therefore seek support, advice and guidance through other welfare and financial inclusion services. It was also probable that some residents would not seek support and advice until a crisis was reached.

Cllr O'Donovan recommended that if the proposal was agreed, the Adult & Health Scrutiny Panel should work with the Housing, Planning & Development Scrutiny Panel during 2026/27 in order to monitor this proposal and evaluate the impact on vulnerable residents. It was agreed that these comments be passed to the Chair of the Housing, Planning & Development Scrutiny Panel in advance of the Panel's meeting on Monday 17th November where this proposal was due to be discussed. **(ACTION)**

The Panel then focused on the reduction to the Locality Hub item on the capital programme as detailed on page 66 of the agenda pack:

- Cllr das Neves noted that the localities model was operational in the West, Central and East areas of the Borough. Her understanding was that, as the first Locality Hub in the East was based in a Council building, this could be part-funded through the Housing Revenue Account (HRA). In the Central area there were plans for a new health hub in the Wood Green area which would also accommodate some GP space, but there were some challenges with funding from the health sector on this. Further details on this would therefore be available at a later date.
- Asked why there were no further changes to the capital programme, Cllr das Neves said that the approach was not to overstretch and much of the current focus was on delivering revenue savings. Jo Baty acknowledged that there could be further proposals developed going forward and the Panel requested to be kept informed of developments. **(ACTION)**

32. ACTION TRACKER

Dominic O'Brien, Scrutiny Officer, provided an update on the Panel's action tracker:

- Action Point 3a related to a request for details on the number of adult social care packages in the 50-64 age group. The Department had explained that the current reporting systems only tracked the number of younger adults by using a 18-64 age bracket and so this data was not available. However, the Panel could consider carrying out a more detailed financial deep dive in this area at a later date.
- Action Point 7 related to a request for details on the future model for reablement services. Jo Baty had replied to explain that the external consultancy 31Ten had recently carried out a review in this area and that she had suggested bringing a full update on this to the Panel's meeting in February 2026. **(ACTION)**
- Action Point 8 concerned the Q1 finance update. The Panel had noted that the graphs on service users and costs did not cover all age cohorts. It had been explained that the report only covered the most relevant areas but that the Panel could request additional data if required. Cllr Opoku said that a particular concern was that details of different age cohorts were included for different areas which made it difficult to make direct comparisons. She requested that clearer information be provided in the finance updates in future. **(ACTION)**
- Action Point 9 concerned the request from the Panel for information about the progress of savings proposals that had been agreed in previous years but were still in the process of being implemented to be included in future finance updates. This request had been passed to the Finance team.
- Action Points 10 and 11 were requests for information to be passed on following the discussion with the Joint Partnership Board (specifically on the Tottenham Pensioners Group and the Transport Inclusion Group). These actions had been carried out.

Cllr O'Donovan requested that Attachment A (the procedure for the appointment of co-optees to vacant positions on the Scrutiny Panels) be recirculated. **(ACTION)** Dominic

O'Brien explained that the intention was for the co-optee recruitment process to take place once per year at the beginning of the municipal year. Cllr O'Donovan requested that information about this should be provided to local stakeholders at an early stage so that new co-opted members were ready to start at the first meeting of the new Scrutiny Panels in 2026/27. **(ACTION)**

33. WORK PROGRAMME UPDATE

Asked about the progress of the Scrutiny Review on Hospital Discharge, Dominic O'Brien reported that further evidence had been collected from the Council, the Mental Health Trust and the Integrated Care Board. This would be written up and circulated with a draft report expected to be provided to the Panel at its next meeting on 16th December.

Cllr Connor noted that there were currently too many items pencilled in for the Panel's meeting in February 2026 and so this would need to be reduced. Councillors were reminded to contact the Chair or Scrutiny Officer if they had any preferences on items to be prioritised. Dominic O'Brien also noted that another item on reablement services had also been suggested by Jo Baty.

Cllr Opoku asked whether an update could be provided to the Panel on the proposed merger of the North Central London Integrated Care Board and the North West London Integrated Care Board as this could be implemented by April 2026. Cllr Connor reported that this was due to be discussed at the next meeting of the Joint Health Overview and Scrutiny Committee (JHOSC) and so she could provide an update to the Panel at the next meeting after this. **(ACTION)**

34. SCRUTINY REVIEW - SCOPING DOCUMENT

The scoping document and terms of reference for the proposed Scrutiny Review on Communications with Residents (Adult Social Care) was considered by the Panel. Dominic O'Brien reported that the draft version of this document had previously been circulated to the Panel and that two suggested amendments had been included in the version in the agenda papers.

Dominic O'Brien explained that the final version of the document would be included in the agenda papers for the Overview and Scrutiny Committee meeting on 27th November 2025. Evidence sessions would then be set with the stakeholders referred to in the document to take place in December 2025 and January 2026 with a view to the completed report being provided to the meeting of the Overview and Scrutiny Committee on 11th March 2026.

RESOLVED – That the scoping document for the proposed Scrutiny Review on Communications with Residents (Adult Social Care) be approved by the Panel for submission to the Overview and Scrutiny Committee.

35. DATES OF FUTURE MEETINGS

- 16th December 2025 (6.30pm)

- 9th February 2026 (6.30pm)

CHAIR: Councillor Pippa Connor

Signed by Chair ………………………………..

Date …………………………………

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MINUTES OF THE CULTURE, COMMUNITY SAFETY AND ENVIRONMENT SCRUTINY PANEL HELD ON Thursday 13th November 2025, 6.30pm

IN ATTENDANCE:

Councillors Makbule Gunes (Chair), Luke Cawley-Harrison, Sue Jameson

Councillor Emily Arkell, Cabinet Member for Culture and Leisure
Councillor Seema Chandwani, Cabinet Member for Resident Services and Tackling Inequality
Councillor Ajda Ovat, Cabinet Member for Communities

ALSO IN ATTENDANCE:

Ann Cunningham, Head of Highways & Parking
Eubert Malcolm, Director of Environment
John O'Keefe, Head of Finance (Capital, Place & Economy)
Zoe Robertson, Programme Director Wellbeing & Climate
Fola Irikefe, Principal Scrutiny Officer

Attendance Online

Councillor Mark Grosskopf
Councillor Mike Hakata, Cabinet Member for Climate Action, Environment, and Transport

Jess Crowe, Corporate Director of Culture, Strategy and Communities

Apologies for Absence

Apologies were received from Councillor Liam Carroll and Barry Francis.

The minutes of the meeting on 15th of September were approved.

The Chair opened the meeting explaining that the main purpose of the meeting was to scrutinise the proposed budget and the financial strategy in respect of the remit of the Panel which included culture, community safety and environment, she invited council officers and the Cabinet members to brief the Scrutiny Panel.

The Head of Finance, Capital, Place & Economy informed the Scrutiny Panel that the Council's financial position continued to be challenging and was driven by increasing demand and the price of services with challenges around social care, temporary accommodation, inflation, housing benefit and our property estate. The Council was forecasting that an additional £30 million would be needed, mainly across social care and temporary accommodation for 2026/27. Work had been carried out over the summer period identifying new proposals to reduce costs and increase income, resulting in £7 million worth of savings that had been put forward of which £2.3 million would be subject to consultation. There were £14.9 million previously approved savings for next year so in total savings could amount to around about £22 million. In year monitoring had shown that some of the budgets were at risk but were being monitored closely. As part of the budget preparation process it had been assumed, in line with the statute, to set a balanced budget the council would need to apply to the Government for £57 million of new exceptional financial support.

It was reported that the Council was doing everything possible to reduce spending on non-statutory services through various means including controls on all spending over £1, 000, a hold on new recruitment and also controls on commissioning and contracts. There was only one round of savings for 2026/27 unlike there was last year as the objective was to focus capacity and resources on the delivery of the existing savings programme. In respect of the five-year position, demand was forecasted to continue to increase and the aim was to minimise the use of EFS so the Council would continue to lobby the Government on the current funding system not being sustainable to meet statutory requirements.

Councillor Cawley-Harrison enquired about how the EFS interest rate was tracked since it was first in use and whether the Council would get a fixed rate for the 20-year term. The Head of Finance explained that the Council were required to repay EFS over a maximum period of twenty years and for the purpose of evaluation and budget monitoring, the Council make a certain set of assumptions around interest rates. It was noted that this depended on cash flows and interest rates and it was not easy to say a set figure. In response to Councillor Cawley-Harrison seeking clarity on whether if it can be deemed a variable rate, the Head of Finance explained that the Treasury Management Strategy statement report explained the structure and so it couldn’t be deemed a variable rate.

Councillor Jameson enquired if the budget has taken on the approach of the worst-case scenario when putting the projections forward. The Head of Finance explained the projections were realistic based on evidence of demand and cost pressures that the Council were aware of.

Library Staffing Budget
The Corporate Director for Culture, Strategy and Communications reported a pressure in the library staffing budget following previous achievement of the savings as the Council had reviewed its policy on weekend pay supplements for staff to be inline with other areas in the authority. Councillor Cawley-Harrison enquired if the new approach to payment of weekend work had led to pressures across the authority in other areas aside from libraries. The Corporate Director for Culture, Strategy and Communications explained that adopting the change was bringing library staff into alignment with other areas such as leisure services, the aim was to standardise the offer for staff.

The Programme Director, Wellbeing and Climate explained that they have had the same issue with some leisure staff who work weekends, and they were standardising the offer including the one for some ex-Fusion workforce onto Haringey's terms and conditions.

Capital Programme
The Chair enquired about the loan to Alexandra Palace and the implications to the Council in the event that they have problems acquiring the income to pay back. The Head of Finance explained that they were approached by Alexandra Palace for a loan of £3.5 million to renovate the Panorama Room. The Panel heard that the full terms had yet to be agreed and the business case that has been presented thus far supported the investment and the ability for the investment to generate additional revenue to pay the loan back. Following a formal proposal, this would be reviewed further.

Councillor Jameson enquired about the interest rate that will be placed on the loan to Alexandra Palace? The Head of Finance explained that historically a margin has been applied to lending to Alexandra Palace. The aim was to cover administrative and monitoring costs associated with the loan.

The Corporate Director for Culture, Strategy and Communications further added that the Panorama Room was very much in need of an upgrade and hosted a number of events. The

Chair expressed the need to ensure that the funds would be re-paid and that the business case was sound. The Chair emphasised that the Scrutiny Panel was keen to have further assurance. The Corporate Director for Culture, Strategy and Communications explained that a full business case has been developed using treasury standards and it was expected that the loan would be funded by the income that they would generate following the refurbishment. It was further emphasised that the Council own Alexandra Palace and any further shortfall on income and deficit will come back to the Council. Due diligence would be carried out on the final proposal to ensure they were able to pay back the loan.

Councillor Cawley Harrison enquired if there was any incentive for early repayments, in response the Head of Finance explained that Alexandra Palace has had existing loans with the Council and early repayment was unlikely, but the loan would have a break clause. Councillor Jameson enquired why Alexandra Palace was preferred for the elections as opposed to Tottenham Hotspur Stadium given also that Alexandra Palace was more expensive? It was explained that the space that was hired for the 2022 election at Tottenham Hotspur Stadium was not ideal, in terms of visibility during the count and the need for a clear and secure line of sight. The Chair enquired about the invest to earn figure and it was reported that it was part of a previous proposal to develop the restaurant, however, due to cash flow management challenges they were unable to progress with the proposal.

Councillor Jameson enquired how noticeable the savings would be to residents? The Chair further added that the remit of the Panel covers front facing services and how confident were Cabinet Members that the allocated budgets could meet their service objectives.
The Cabinet Member for Resident Services and Tackling Inequality explained that in an ideal world, a bigger budget would be welcome, the Cabinet Member briefed that in terms of going out to re- tender a lot of co -production with residents was carried out and almost 9,000 people participated in the consultation.

Leisure Commercialisation - Councillor Cawley-Harrison enquired whether the figures were aspirational figures or whether they were projected figures based on a clear plan of action and it was now increasing profitability. Profitability was projected for 2028/29, and Councillor Cawley-Harrison was keen to know what was happening in terms of the years prior. He enquired further about the details behind the figures presented. The Cabinet Member for Culture and Leisure explained that the budget figures were projected, and they were based on an externally validated report that the authority commissioned to identify new and different revenue streams and income streams to come into the leisure service. She explained that its presently subsidised and the investment that has gone in over the last 12 months has been about stabilising the service. The commercialisation plan over the next 12 to 18, then 24 months would look at areas to increase service users and get more people utilising the services through the gym, pool etc. There was a range of surveys carried out that have identified different needs including a lot of unmet demand with residents that have disabilities and impairments. So work was underway to implement those improvements.

In response to a question, the Programme Director Wellbeing & Climate added that the £7.5 million figure was a rounded figure, and this was because it was a projection for the future from a wide range of services and the plan was to raise income. The income, trends and seasonality were reviewed on a monthly basis, and this was the first year of trading and it would take a while before the services were financially stable in order to provide additional savings for the Council.

Councillor Cawley-Harrison enquired further about why it would take up to three years to get to the point of income generation and queried if more needs to be done in terms of this ambition. He further enquired about the business case in terms of profitability in the future.

The Cabinet Member for Culture and Leisure expressed that they have received positive feedback regarding the improvement of the services from members of the public and that the commercialisation report was important in setting out a clear plan regarding the next steps.

The Programme Director Wellbeing & Climate added that when leisure services came back in house from Fusion, it was not in a good staffing situation with a very small workforce which required investment and improvements to the buildings and the plan was to ensure the investment pays off with an increase in income generation over time. Councillor Cawley-Harrison enquired further about what stage the commercialisation plan would come into force. The Programme Director Wellbeing & Climate explained that the financial plan for the service was part of the insourcing decision, and they have monthly management actions with finance to monitor the budget. It was noted that income and growth was part of the commercialisation.

In respect of CCTV income generation, Councillor Cawley-Harrison enquired if it was a new initiative that the authority has developed. The Cabinet Member for Communities outlined that there were a few authorities such as Camden and Richmond that do this and the projections have been made against benchmarking with these authorities and as a result of the enquiries that come through. Councillor Jameson enquired further if the estimate was a realistic one and if was something that the Council could build on. The Director of Environment explained that it has been identified as a way to raise income. The Chair enquired about the target audience aside from Insurance companies and whether residents would have to pay the same rate as businesses? The Cabinet Member for Communities explained the focus was currently mainly for insurance companies and that should residents enquire as a result of possibly being the victim of a crime etc, they would not be charged.

Optimised environmental enforcement.
Councillor Cawley-Harrison enquired if the increase was based on the fact that they had previously not issued as many FPN's and now with the Kingdom contract in place, an increase was being seen in picking up of fly tipping? The Cabinet Member for Resident Services and Tackling Inequality explained to the Panel that she requested for this item to be removed as she felt targets around PCN's and FPN's were not ideal targets and she would rather see a target on reducing the cost to clear up fly tipping and the objectives around FPN's and PCN's was something she would like corrected in advance of it going to full Council. The Chair sought clarity on whether it would then be removed from the budget and Councillor Chandwani explained that it would appear as income that the Council acquires although not as a saving proposal.

In respect of Moselle Brooks the Chair enquired over why it wasn't budgeted for previously. The Cabinet Member for Resident Services and Tackling Inequality explained that £1.1 million capital investment was being sought through borrowing to repair the culvert which had collapsed as it was over 100 years old so very much overdue repairs. The Council was currently in early conversation with the Environment Agency to look at future funding, so the £1.1 million figure was an emergency amount to carry out the initial repair, and it was phase 2 that was being discussed with the Environment Agency. Councillor Cawley-Harrison enquired further if the land was under private land and together with a number of other culverts in the borough, it was part of the conversation related to exploring opportunities to offload the burden onto private investors rather than through our own capital investment programme. The Cabinet Member for Resident Services and Tackling Inequality explained that the overall figure for repair was probably more in line with a figure of £2 million but the Council are working with staff to manage the situation and address the initial structural problems to make it safe. Once the emergency had been addressed then the long-term programme would be addressed. Councillor Jameson enquired if the Council had a full map of our culverts for Haringey? **ACTION: It was agreed that the map would be sent to the Scrutiny Panel.**

Waste Management Fleet Purchases
Councillor Cawley-Harrison re-iterated that they had not received the business case requested at the budget briefing meeting. The Cabinet Member for Resident Services and Tackling Inequality explained that as part of the bidding process for the new contract, the successful party would be purchasing the fleet for the Council and had a budget envelope as part of their bidding process. The Council would be assessing contractors against who could procure the fleet cheaper amongst other requirements. The Director of Environment further added that as part of the procurement process the chosen operator would procure the fleet on the Council's behalf as they would have the expertise and will form part of the final contract awarded April 2026.

Councillor Cawley-Harrison further added that his enquiry was about the business case to purchase as opposed to the leasing arrangements. Councillor Chandwani clarified that the ask was for the business case to purchase as opposed to lease and that it should be able to be provided. The Head of Finance explained that there has been a detailed evaluation and appraisal of the various ownership options, and this was seen to be the most efficient and cost-effective option. The Head of Finance explained that he would need to check if the Scrutiny Panel were able to see the business case because of commercial confidentiality.

Councillor Cawley-Harrison re-iterated that it was very difficult to scrutinise policy decisions when Scrutiny were not privy to the information used to make the recommendations. He further added that there were always multiple factors when making such decisions which can be based on quality, costs and the best options. The Chair further asked if the Council were buying the vehicles in order to have a more cost-effective contract? Councillor Chandwani explained that the waste contract included the vehicles to be leased.

Tree Planting
The Chair acknowledged that a green environment is beneficial to everyone queried whether during this time of financial difficulty alternative means of resourcing the planting of trees could have been found. The Cabinet Member for Climate Action, Environment and Transport outlined that the authority pledged to plant 10,00 trees and was on course to achieve this having planted 6, 000 aided by the partnership programme with residents for tree planting. It was noted that the authority was the most successful borough in the UK for tree planting. Councillor Hakata stressed that tree lined streets, and high canopy cover also equated to better health and well-being outcomes for residents, so it was a saving in the long run and was quantifiable by the NHS. The Cabinet Member also emphasised that tree planting also tackled the impacts of climate change as trees mitigate against the negative effects of many environmental concerns. The Scrutiny Panel also heard that the authority had been successful in applying for external grant funding which required match funding and the focus of this tree planting will be in lower income parts of the borough for much needed canopy cover.

Councillor Cawley-Harrison expressed that the business case for the tree planting was very light and did not marry up with the figures presented in the budget papers. Councillor Hakata apologised for the lack of clarity in the way the information was presented. The Programme Director Wellbeing & Climate expressed that she would go back and ensure the figures were accurate and explained that there was money set aside for maintaining the trees. It was noted that there was then match funding for sponsored trees and it was a complicated funding model. **ACTION: officers to double check the figures detailed in the business case.**

Councillor Cawley-Harrison emphasised that figure of £50, 000 was not significant compared to the £1.1 in additional capital spend on trees, and there was a need to understand the detail of where the 1.1 million was coming from.

Cleaner Air School Zones - The Programme Director Wellbeing & Climate explained that the scheme to help with air quality around schools could not be launched because of the pressure on the capital programme and the project would come under other projects that were happening around air quality and particularly through active travel. Councillor Cawley-Harrison enquired whether there was a plan for this going forward and what were the implication on air quality plans?

The Cabinet Member for Climate Action, Environment and Transport explained that the Clean Air School zone was still being implemented under other projects, and the council had successfully bid to support a number of schools in the borough through the GLA Clean Air for Schools programme for air filtration systems.

The Chair thanked the Cabinet Members in attendance as well as offices and the Scrutiny Panel then convened to discuss recommendations/ follow up actions they would like to put forward.

FOLLOW UP/ RECOMMENDATIONS

Leisure Commercialisation
The Panel noted that the Leisure provision was brought in house last year and so the Council now had full control so there was potentially more opportunity to generate income by utilising assets and improving the Council offer to be competitive with other comparable service providers. It was noted that the Council was now in a good position to carry out an options appraisal to analyse this properly and have a fresh options appraisal.

Follow Up: The Panel asked for more details and information to be confident about the figures presented on Leisure Commercialisation and wanted to consider other options to make the commercialisation more viable. Details of social value would also be welcomed by the Panel. This would help the Panel recommend other options for increased commercialisation of the leisure services whether within the existing model or through other means.

RECOMMENDATION: The Panel also recommended that the Overview and Scrutiny Committee further consider and comment on the budget allocation for Leisure Commercialisation as further confidence was needed on these figures.

Moselle Brook
The Panel recognised that repairing the culvert was a necessity and the budget cited that the £1.1 million allocation could potentially increase following the initial repairs.

RECOMMENDATION: The Scrutiny Panel recommended that following the initial repairs, a policy paper on the condition of the culvert and a survey regarding maintenance plans going forward with set timelines should be developed which could be reviewed on a 10-year basis. The Panel recommended robust systems for monitoring the state of the culvert be put in place.

Waste Management – Fleet Purchase
The Panel wanted further details regarding the rationale behind outright purchase as opposed to leasing the fleet. The Panel had requested the business case for purchase at their planning meeting, but it was deemed commercially sensitive.

RECOMMENDATION: That the business case on fleet management is presented at Overview and Scrutiny in their January meeting to understand if purchasing as opposed to leasing will have significant implications on the waste procurement contract. The Scrutiny Panel felt they were unable to scrutinise this decision properly without the business case.

Tree Planting
The Scrutiny Panel accepted that tree planting will go towards addressing the imbalance in terms of accessibility to green spaces in parts of the borough, nevertheless the additional £1.1 million was a supplementary figure to what had already been allocated. The figures set out needed clarity and the business case did not seem to tally with the figures.

RECOMMEDATION: The case study presented should be more robust and accurate with details of what the implication of the allocation means to the existing tree planting budget and what other options have been considered as opposed to allocating further resources.

Clean Air School Zones
RECOMMENDATION: To provide information of how the £400,00 allocated to various schemes were being delivered through other means.

Pressure in libraries staffing budget
Follow Up: The Panel queried why there were not different pay scales with weekend opening hours planned ahead? And queried were the library hours re-considered once it was realised that the weekend hours would have an impact. The Panel asked if there is potential to appoint a member of staff that will be able to generate income in the libraries?

Alexandra Palace – Panorama Room
Follow Up: What financial safety nets were being put in place for recouping the investment in the Panorama Room at Alexandra Palace should the projected commercial benefits not come to fruition? There, was a question on the level of protections in place to recover the loan?

RECOMMENDATION: That information requested in advance of Scrutiny Panel meetings should be provided and the Panel would like to recommend that business cases related to savings should also be included in budget papers being considered by Scrutiny Panels.

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MINUTES OF THE MEETING Housing, Planning and Development Scrutiny Panel HELD ON Monday, 17th November, 2025, 6.30 - 9.00 pm

PRESENT:

Councillors: Adam Small (Chair), Dawn Barnes, Khaled Moyeed, Harrison-Mullane, John Bevan and Diakides

ALSO ATTENDING:

261. 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'.

262. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Buxton.

263. URGENT BUSINESS

There were no items of Urgent Business.

264. DECLARATIONS OF INTEREST

None.

265. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

266. MINUTES

In relation to matters arising from the previous meeting, the following points were raised:

- The Panel disputed the extent to which someone illegally subletting a room would be picked up as part of a tenancy audit. The Panel requested further information about whether we would be relying on self-declarations at the tenancy audits in order to get an accurate figure, or whether some consideration was being given to a more proactive process of requiring written permission to sub-let. **(Action Sara Sutton).**

- The Panel sought clarification about whether the limit of £100k for a person of pensionable age to have in savings was appropriate. The Panel requested a written response on why it was set at this level (**Action Sara Sutton).** The Cabinet Member advised that the allocations policy was being updated and this provided an opportunity to bring it in line with other benefits.
- The Panel reiterated their request to receive regular updates on the numbers of legal disrepair claims as part of the standing KPI item update. **(Action Sara Sutton).**
- In relation to undertaking financial checks on whether people have properties abroad, officers clarified that there was a limit to the checks that could be carried out for foreign property and that these checks would usually be carried out in instances where there was intelligence to that effect or in cases involving fraud. The Chair requested a written response on what checks were undertaken as part of fraud checks on tenancy, including holding foreign assets. **(Action Sara Sutton/Minesh Jani).**
- In response to a request for clarification, officers confirmed that legal disrepair claims were limited to Council owned properties.

RESOLVED

That the minutes of the meeting on 23rd September 2025 were agreed as a correct record.

267. KPI UPDATE

The Panel received a set of slides which provided an update on arrange of Key Performance Indicators relating to the Housing Service, as set out in the agenda pack at pages 17-48. The following arose as part of the discussion of this item:

a. The Panel commented on the 38% score for handling of ASB as part of the tenant satisfaction measures. In response the Cabinet Member commented that ASB was a difficult issue, particularly given the vulnerabilities of some of the people who perpetrated it. The Cabinet Member pointed to some successes in getting closure orders to prevent some of the more serious cases and commented that it was hoped that better cross working between the Council's ASB team and the Housing ASB team, as well as the roll out of the good neighbour policy would help. The Corporate Director of Adults, Housing and Health commented that bringing these services together in one directorate helped focus support for vulnerable people. It was also commented that there was some work being undertaken with health partners, including the allocation of £2.6m to fund assertive outreach work, which included supporting mental health.
b. The Panel commented that the level of homes that met the Decent Homes standard seemed to have remained fairly static. In response, officers advised that the Council had a target to bring all homes up to the decent homes standard by 2028 and that there had been an 8% improvement over the last three years. Officers also cautioned that the figure was not static and that homes became non-decent during the course of the programme.
c. The Panel commented that there seemed to be a knock-on impact to resident satisfaction with things like repairs, arising from the problems they experienced in contacting the Council about that repair. The Panel set out the importance of

improving call waiting times and being able to update tenants regularly on the particulars of their case. In response, officers acknowledged these concerns and the fact that there had been a drop in telephony performance within Customer Services in the past couple of months. It was commented that additional resources were being put into that team and that there was a service recovery plan in place. Officers also highlighted the importance of digital innovation and the integration of the Customer Services interface with the Housing repairs system. Officers commented that the Council had removed the capping of calls and that there was a system in place for people to get a call back.

d. The Panel commented that the data suggested that performance around levels of satisfaction with repairs had decreased in the current year compared to last and that the Council had consistently failed to meet it's target on this KPI. In response, officers set out that there were a number of factors that impacted performance in this area including; contact centre waiting times, volume of repairs, type of repairs. Officers provided assurances that they were working to resolve these issues and they had restructured the management of repairs and improved the process of tracking complex repairs.
e. The Panel queried whether Council Tax was owed on empty void properties. In response, the Cabinet Member for Finance and Corporate Resources confirmed that this was the case.
f. The Panel queried decreasing performance around leaseholder collection charges. In response, officers advised that annual bills went out to leaseholders in September and that this usually coincided an increase in queries where the leaseholder disputed some aspect of the bill. In addition, the bills had increased this year and this had led to a decrease in collection rates. Officers advised that there would be some briefings arranged for councillors and residents groups to explain some of the issues that had arisen this year.
g. In relation to voids, officers advised that they were in the process of reestablishing the internal teams and reorganising them so they were multi-skilled. In addition, the Council had just appointed two new void contractors, so it was envisaged that this would make an impact in terms of being able to turn around more void properties. The Cabinet Member commented that historically, the Council had around 200 new lets in a year, but this year it had been 750. There was a lot more voids properties to turn around due to the increase in people moving into newly build Council homes.

RESOLVED

That the update was noted.

268. UPDATE ON THE IMPLEMENTATION OF THE RECOMMENDATIONS FROM THE SCRUTINY REVIEW ON PRIVATE SECTOR HOUSING

The Panel received an update on a previous Scrutiny Review that the Panel undertook on Landlord Licensing in the Private Rented Sector (PRS). The recommendations from which were considered by Cabinet in March 2024. The report consisted of a cover report, the original Scrutiny Review report and a table which provided an update on the implementation of the recommendations from the Review. The report was introduced by Cllr Williams, Cabinet Member for Housing & Planning and Gavin Douglas, Head of Regulatory Services as set out in the agenda pack at pages 49-86. Lyn Seller, Private Sector Housing Team Manager was also present for this item. The following arose as part of this discussion of this item:

a. Cllr Williams commented that the introduction of the Renters Reform Bill would have a big impact on the housing in PRS and the organisation's responsibility as the local housing authority. The Bill proposed a number of reforms including a ban on no fault evictions, a ban on rental bidding and a ban on paying rent in advance of more than one month.
b. Officers advised that there had been around 22k licensing applications, with around 21k licenses issued. 7k compliance inspections had been undertaken and 108 Civil Penalty Notices (CPNs) had been issued. More staff had been recruited to the team since the last update, with 39 staff in the team and paid for through the licensing fees.
c. In response to a query, officers clarified that CPN's were not there to pay for the licensing scheme, instead the licensing fees paid for this. Income from CPNs could be used more broadly across the area of private sector housing.
d. In response to a query around why the number of fines received from CPNs had decreased slightly since the last update, Officers advised that this was a live figure and that a reduction may reflect that some of the cases may been lost on appeal. It was also noted that there was currently a significant backlog in tribunal hearings, which meant that the appeal process could take some time. Cllr Williams advised the Panel that two-thirds of local authorities had not issued any CPNs and that 108 was comparatively high.
e. The Panel questioned the likelihood of further expansion of the selective licensing scheme. In response, officers advised that the scheme was due to expire in 2027 and that work had begun to build the dataset in order to support an application for an extension. The dataset would determine whether there was scope for an expansion of the scheme. It was also noted that the Renters Reform Bill would require landlords to provide an updated dataset to the Council.
f. In relation to advocacy and Rent Repayment Orders, officers advised that there was an existing arrangement with Justice for Tenants and it was hoped that the Renters Reform Bill would strengthen the authority's ability to adopt more formal arrangements. Current legislation limited what the licence fee income could be spent on.
g. The Panel sought clarification about the current inspection cycle. In response, officers advised that there is a requirement in law to inspect HMOs every five years. However, for the selective licensing scheme, the application to MHCLG stated that the 75% of properties would be inspected in a five year cycle.
h. In relation to 21k applications approved from 22k applications and the number of licensing applications that had been refused, officers clarified that properties were not refused a licence but that the fit and proper person nominated as the licence holder could be refused. In these circumstances, another person would be nominated as the licence holder. Officers commented that there were outstanding licenses to be processed and that there were around 490 new applications received last month, so the numbers were not static.
i. In response to a question, officers provided assurances that there were plans to increase engagement with landlords and to reinvigorate the landlords forum as well as residents forums, particularly following the introduction of the Renters Reform Bill.

j. In response to a question about apprenticeships, officers advised that there were two apprentice Environmental Health Officers in the team. In addition, the service were trying to upskill their existing staff and that a number of officers had transitioned from compliance officers to enforcement roles.

RESOLVED
Noted.

269. SCRUTINY OF THE 2026/27 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2026/2031

The Panel received a report for their consideration and comment, on the Council's draft 2026-27 Budget and 2026-31 Medium Term Financial Strategy (MTFS) proposals that related to the Panel's remit. The report include the Budget/MTFS report that went to Cabinet on 11th November, along with appendices that set out the General Fund revenue and capital budget proposals relevant to Housing and Placemaking. The report was introduced by Kaycee Ikegwu, Head of Finance and Cllr Carlin, Cabinet Member for Finance and Corporate Resources, as set out in the agenda pack at pages 87-160. Also present for this item were the Corporate Director of Adults, Health and Housing, along with the Director of Placemaking. Cllr Williams, Cabinet Member for Housing and Planning was present for this item and so was Cllr Gordon, Cabinet Member for Placemaking and Local Economy.

The report identified that the estimated additional budget requirement for Housing Demand in 2026/27 was £13.2m, consisting of £4.3m of previously agreed proposals and £9.9m of new proposals. The report identified £9.9m of proposed new budget pressures across 2026/27, £9m of which were attributed to an 18-19% increase in the cost of Nightly Paid Accommodation for Temporary Accommodation. The report also identified a £257k reduction in the Floating Support Contract as a proposed new budget saving. Furthermore, the report identified £1m of investment required to provide proposed reductions of £2.1m across the five-year period of the MTFS. This proposal related to incentive payments to private sector landlords to retain and grow private sector leasing housing stock, and thereby reduce the Council's reliance on costly nightly paid and B&B accommodation. The following arose during the discussion of this agenda item:

a. The Panel sought clarification about how much of the circa £9m budget pressure related to Temporary Accommodation related to the decrease in availability of Private Sector Leased accommodation (PSL). In response, officers advised that the net impact of PSL was around £350k. It was highlighted that there was an invest to save proposal around incentive payments to PSLs and that this would be a net cost to the Council in the first year of the MTFS. Officers provided assurances that the proposals were a combination of some robust modelling, which the service had received external assurance on, including benchmarking against other London boroughs. Officers commented that Haringey
benchmarked favourably against other London boroughs.
b. The Panel queried what assumptions were used in relation to the reduction in PSLs and what impact would the increase in the cost of NPA have from 2027 onwards. In response officers set out that they couldn't really forecast beyond 12/18 months when it came to the cost of NPA due to the volatility in the market

making it very difficult to accurately predict beyond this timeframe. It was also commented that the Renters Reform Bill would likely have an impact in this area. The Corporate Director advised that they had based the modelling for the invest to save proposal on a number of assumptions on income and expenditure over a three year period. A piece of work had been undertaken to look at transitioning from higher cost NPA to lower cost NPA, which it was hoped would have a positive impact on the overspend.

c. The Chair sought clarification on whether it was the case that the modelling showed a reduction in PSL even with the invest to save proposal, it was just that the reduction would be less with the incentive payments. In response, officers confirmed that was the case and commented that they did not expect to have 100% take up of the incentive arrangements and that the service had been prudent in its modelling assumptions.
d. The Panel requested a written response from officers in relation to the current position with Broadwater Farm in terms of the latest cost estimate and the likely timescales for completion. The Panel noted their general concerns about some of the big projects being delayed and the knock on impact that this had on loss of income and spiralling costs. **(Action: David Sherrington).**
e. The Panel sought assurances from officers about how confident they were with their projections in relation to Housing Demand, given the £11.4m projected overspend in this area. In response, officers advise that they hoped to see an improvement in this projection towards the year end. It was set out that Haringey was one of many London boroughs that had seen escalating costs in TA and that the rate of the increase in costs was very difficult to project. Officers advised the Panel, that Haringey was a bit of an outlier in terms of the overall numbers of people in TA were fairly stable and the organisation was managing demand at the prevention and relief stage, as well as managing the numbers of people moving out of TA. There were around £6m of savings in this area to deliver over two years. Officers reiterated that it was very difficult to project demand and cost in a volatile market. Officers also set out that the numbers and cost of NPA may rise as the Council focused its efforts on reducing the numbers of B&B accommodation, which was the most expensive and least suitable type of accommodation.
f. The Panel sought assurances around the invest to save proposal around floating support contracts and queried whether the 35% reduction in contract value was as a result of efficiencies or whether it was a refocusing of support to the most vulnerable. In response, officers advised that it was both. It was anticipated that there were some service efficiencies that could be made and that the service had some current vacancies. The contract varied in terms of the support it offered individuals and there was a recognition that better value for money could be driven by focusing on those most in need. Officers highlighted that there were also a number of VCS organisations that offered support in this area, and some of these were funded by the Council. In addition, the independence and early intervention team would include two tenancy sustainment officer posts, so the Council's offer in this area was broader than just this one saving proposal.
g. The Panel asked for more information in relation to the £262k budget pressure around legal recharges. In response, officers advised that this reflected a realigning of the budget to reflect actual spend in this area. The allocated

budget and the actual spend on things like disrepair claims or landlord claims had not been aligned for a couple of years.

h. The Panel raised concerns with the proposed saving in relation to floating support contracts. It was commented that this could be a false saving, in that it would cost the Council more in the long run than they would save in the short term. The Panel requested further assurances from Cabinet that there was a genuine financial benefit arising from this saving. In response, the Cabinet Member for Housing advised that she had become increasingly convinced that that the level of support offered by some of these contracts was so small that their impact was negligible, and that the Council should be targeting its support in this area to those who needed it most. The Cabinet Member also echoed the comments of officers that there was a range of other support available in the voluntary community sector. The Cabinet Member for Finance and Corporate Resources provided assurances that they were aware of possible additional costs arising in other areas and that this was considered when agreeing a saving proposal.

i. The Panel also raised concerns with the latest performance on voids, as set out in the KPI update and questioned whether additional resources were needed in this area. In response, the Cabinet Member advised that there were three new contracts being put in place in relation to voids and that these should be agreed by Cabinet next month.

j. The Chair commented that the Cabinet report made clear that the scale of the budget pressures is so severe that a fundamental rethink was required about how the Council delivered services. The Chair asked the Cabinet Member to elaborate on what this might mean in relation to the Housing Service and TA. In response, the Cabinet Member for Housing commented that this was a system issue that had built up over a number of years and that system change was required to resolve it. The Cabinet Member commented that the organisation was getting more support from the government in terms of grant funding and in terms of their support for Haringey’s house building programme and acquisitions programme. Officers advise that the homelessness prevention grant in the current year was £14m and that Haringey had also received an additional £813k in additional grants. Officers also highlighted a number of other areas of work that was being undertaken including move-on solutions for families and the homelessness prevention hub that would be co-located with Citizen’s Advice. The Corporate Director commented on the rent convergence programme and the increase in costs for TA. It was noted that this was a partial driver of the increase in bad debt provision, but it was projected that this would drive savings of around £1m.

k. The Chair asked the Cabinet Member for Placemaking and Local Economy to elucidate on the £580k budget pressure identified in relation to Wood Green, as well as the £2.1m change to the capital programme in relation to Wood Green and Tottenham. In response, Cllr Gordon advised that the budget pressure related to the fact that a number of staff salaries were capitalised and that if the specific project did not go ahead, or if the project did not deliver a capital asset, the salaries would no longer be able to be capitalised and so would become a pressure within the General Fund. Officers added that a review of the service was being undertaken in the coming months.

l. The change to the capital programme related to the Future High Streets project and the change was the use of additional match funding to reduce the need for

General Fund match funding. There was no change to the project outcomes, just how it was funded. Officers advise that they would continue to explore similar outcomes for other projects. In response to a question, officers advised that the additional match funding came from central government.

RESOLVED

That the Panel scrutinised the proposals presented in the report and the appendices and provided the following recommendations to OSC:

I. That Cabinet provide further assurances around the proposed £257k saving in floating support contracts. The Panel is concerned that this may be a false saving and would like further assurance that there is a genuine financial benefit arising from this saving. The Panel is concerned that the short term saving from a reduction in tenancy sustainment may result in additional costs to the Council in the long run.
II. That further information be provided around how the Council plans to improve performance on turning around void properties and reach the 1% target.

270. HARINGEY DRAFT LOCAL PLAN

The Panel received a report on the Draft Local Plan. The Local Plan was approved by public consultation by Cabinet on 16 September 2025 and public consultation was underway, closing on 19 December 2025. The paper set out the background to the Haringey New Local Plan and signposted the Panel to key documentation relating to the Draft Local Plan. The report was introduced by Cllr Sarah Williams, Cabinet Member for Housing and Planning and Bryce Tudball, Head of Spatial Planning. Rob Krzyszowski, Director, Planning & Bulding Standards was also present for this item. The following arose during the discussion of the report:

a. The Chair commended officers for the breadth and scope of the Draft Local Plan, acknowledging the large amount of work that must have gone in to producing the document. Officers set out that the Local Plan was the spatial expression of the Council's vision and would set out how the organisation would seek to tackle the housing challenges it faced, along with tackling climate change and other challenges.
b. The Panel noted that it was a 15 year plan and sought assurances that it would be updated regularly, given the need for flexibility in light of changing priorities. In response, officers advised that Local Plans should be updated every five years. It was commented that the Plan was very detailed so it was hoped it would be more a case of refining it, rather than wholesale changes in future. Officers confirmed that it would be updated on a five-year rolling programme.
c. The Panel commented that the Plan was due to be adopted in 2027, by which time some of the schemes would already be in place. In response, officers acknowledged that this was the case but provided assurances that even though it was in draft format, the Plan still gave a clear signal to developers about what the Council expected in terms of future developments. Even though the full weight of the Plan couldn't be given through the Planning process until it was adopted. Officers added that in terms of a longer term view, the Council was holding a call for sites that might become available for future development.
d. The Panel commented that the Plan talked a lot about equity and fairness, but queried why the fairness element was hyper-localised around neighbourhoods,

given that people often lived and worked in different parts of the borough or even in different parts of London. In response, officers advised that the Plan could do both, it could deal with the hyper-local as well as the need to think beyond the borough and across the wider city. Officers elaborated that in the consultation received to date, there had been a lot of feedback around the importance that people attached to their neighbourhood, and so the service had tried to develop a Plan with neighbourhoods that people could relate to and recognise on the ground. Officers acknowledged that people often lived and worked in different parts of London.

e. The Panel welcomed references to 15 minute cities and having local urban centres, commenting on the necessity of having local services and amenities.
f. The Chair commented on the circular relevance of the plan and the extent to which the different elements intersected, given its importance to Placemaking. The Chair sought assurances around the extent to which there had been partnership working across different service areas and across the Cabinet Member portfolios for Housing and Placemaking. In response, the Panel were advised that like a lot of council activity it sat across more than one portfolio, but that it was ultimately a planning document. The draft Local Plan reflected placemaking priorities, but it also reflected priorities for tackling climate change, priorities around parks and green spaces and priorities around aging well. It was suggested that there were a range of strategies that ran through the document. The Cabinet Member for Placemaking and Local Economy emphasised the importance that Shaping Wood Green and Shaping Tottenham had on the development of the draft Local Plan.
g. The Panel queried whether it was appropriate to include the extension of the Victoria Line to Northumberland Park in the Plan. In response, officers advised that it was certainty appropriate to include the organisation’s infrastructure priorities, and that there was a live discussion ongoing about what those infrastructure priorities should be. Officers commented that these should be better reflected in final version of the Local Plan next year.
h. The Panel queried what the trade-offs might be in future or which of the priorities were seen as most important in the Plan, given it would be impossible to deliver on all of the aspirations without some trade-offs. In response, the Cabinet Member for Housing advised that it wasn’t a document about trade-offs, rather it set out the Council’s aspirations and how it saw the borough developing. The Local Plan was about what residents wanted to see, rather than what developers may want, and it was framed those terms. The Cabinet Member commented that there would have to be prioritisation on a site-by-site basis, as not all sites were the same and not all sites could deliver the same things. Officers added that by adopting a placemaking approach, the Council was acknowledging that each neighbourhood had its own priorities and characteristics. The Local Plan was currently out for consultation, so that residents could tell the Council what the priories for their local area should be.
i. The Chair welcomed the Local Plan’s focus on culture. In relation to social infrastructure, the Chair sought comments on the tension between pushing developers to build social infrastructure and the pressure on the local authority to maintain that infrastructure at some point, such as parks and green spaces. In response, officers advised that they were doing a lot of work behind the scenes around infrastructure delivery and that they were pulling together a digital infrastructure delivery plan over the next 12-18 months, which would look

at the infrastructure needed in the borough and possible gaps in the future. Officers commented that they were looking to develop an interactive map tool on the website as part of this.

j. The Panel queried what the other areas were that officers thought may need most work on in the Plan in the coming 18 months. In response, officers advised that the aforementioned infrastructure piece was one and that there was a big stream of work going on the background. The second was around viability of development. Officers set out that the organisation had a requirement to make sure that the plan was deliverable and that the priorities as a whole and did not put future development at risk. The service would be undertaking a piece of work around viability and what was deliverable.
k. The Panel queried what the elements were in the plan that would ensure the delivery of affordable housing. In response, officers noted that they had sought to acknowledge in the Plan that not all affordable homes were equally affordable. The Plan set out a clear explanation of what was meant by genuinely affordable homes and what the Council expected in that regard. In terms of what was delivered on a site-by-site basis, that would be determined by the specifics of that development and the site. Officers provided assurances that there would be rigorous criteria to ensure that the borough would get as much genuinely affordable housing as it could. There was also a new London Plan in development with its own targets relating to affordable housing and the government had also introduced new targets in this area.
l. The Panel queried an expected announcement by the government about council's being unable to call-in schemes of over 150 units, and questioned how that might affect the Local Plan. In response, officers advised that, as it was an announcement they didn't have all of the details, but that it was expected that that the changes would be around giving the Secretary Of State powers to call-in applications if the authority was minded to refuse them. It was commented that the changes seemed to be more aimed at problematic authorities who weren't proactive in developing a Local Plan and who were not building enough homes. Officers commented that they did not believe that Haringey fell into this category. In terms of how it would affect the Local Plan, officers advised that the mooted changes wouldn't affect the Plan at all, as the Local Plan set out the Council's statement of planning policy and what it wanted to see in its borough. The Secretary of State couldn't override it too much, and they still had to use the Local Plan as the basis of their decisions. Officers commented that the Local Plan would go through an independent inspection, appointed by the Secretary of State, prior to its adoption.

RESOLVED

That the report was noted.

271. WORK PROGRAMME UPDATE

RESOLVED

That the work programme was noted and any amendments were agreed.

272. NEW ITEMS OF URGENT BUSINESS

N/A

273. DATES OF FUTURE MEETINGS

Noted as:

15 December 2025
9 March 2026

CHAIR: Councillor Adam Small

Signed by Chair ………………………………..

Date …………………………………

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MINUTES OF THE Children and Young People's Scrutiny Panel HELD ON Tuesday, 18th November, 2025, 19:00

PRESENT:

Councillors: Anna Lawton (Chair), Anna Abela, Marsha Isilar-Gosling, Mark Grosskopf, Kaushika Amin.

ALSO ATTENDING: Christine Cordon (Co-Optee)

29. 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'.

30. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Dunstall.

31. ITEMS OF URGENT BUSINESS

None.

32. DECLARATIONS OF INTEREST

None.

33. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

34. MINUTES

RESOLVED

That the minutes of the meeting on 9th September 2025 were agreed as a coirrect record.

35. SCRUTINY OF THE 2026/27 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2026/2031

The Panel received a report for their consideration and comment, on the Council's draft 2026-27 Budget and 2026-31 Medium Term Financial Strategy (MTFS) proposals that related to the Panel's remit. The report included the Budget/MTFS report that went to Cabinet on 11th November, along with appendices that set out the General Fund revenue and capital budget proposals relevant to the Children & Young People's Scrutiny Panel. The report was introduced by Neil Sinclair, Head of Finance and Ann Graham, Corporate Director of Children's Services as set out in the agenda pack at pages 9-78. Also present for this item were the Director of Early Help, Prevention and SEND and the Director of Safeguarding & Social Care. Cllr Brabazon, Cabinet Member for Children, Schools and Families was also present for this item.

Mr Sinclair identified that the financial position of the Council overall continued to be very challenging, driven by increasing demand and the rising cost of services. The Council was seeing trends from the current year continue into next year, with significant overspends in Social Care, TA and inflation costs. Other areas of overspend for next year included housing benefit overpayments and the Council's property estate. The Panel was advised that the current forecasts showed that an additional circa £30m was required to cover the projected overspend for 2026/27. There were £7m worth of new savings/ costs reductions in the budget and £14.9m of previously agreed savings due to be delivered next year (£21.9m in total). The current projection for Exceptional Financial Support was £57m for 2026/27. This was in additional to £10m of EFS for 2024/25 and £37m of EFS in 2025/26. The Panel was advised that the final figures would be known at the end of the financial year, once the existing budget was subject to closure. The Cabinet Member advised the Panel that Children's services had managed their budget well, including their contributions to overall savings for the Council. The Cabinet Member commented that the numbers of agency staff had gone down, the number of placements had gone down and the Safety Valve programme had been managed. There continued to be an overspend in the Dedicated Schools Grant, which was related to SEND, and was deemed to be manageable. Cllr Brabazon set out that in the context of a budget that where costs had risen significantly, the service had done a commendable job in containing the budget.

The following arose as part of the discussion of the report:

a. The Panel sought clarification around the budget pressure relating to Rising Green youth centre and queried where the funding would come from to replace the grant funding that had come to an end. In response, officers advised that a dedicated report had been submitted to Cabinet that set out all of the issues in relation to funding. The Panel were advised that the youth centre would be funded corporately as a growth budget in order to maintain that service provision for the next two years. The service was committed to finding an alternative venue to provide a youth centre following those two years.
b. The Panel queried whether the Rising Green youth centre would continue to be funded to the same level over the next two years. In response, officers advised that there were some cuts to the overall youth provision, with the targeted youth service being brought under Early Help and reductions being made as a result. However, Rising Green would remain operating for the next two years and it was envisaged that a new site would be found following that two-year period.
c. The Panel queried the additional funding proposed around employing additional staff to manage the steep rise in Subject Access Requests and whether those additional staff were required, given that it was possible to extend the deadlines for responding for complex requests. In response, officers advised that the

overall volume of cases in that service exceeded what they could manage, and so even though they could extend the deadlines for complex cases, demand far outstripped capacity.

d. The Panel queried whether, following the replacement of the 2025/26 grant for the Families First Partnership Programme, there were any alternative sources of funding that were being explored. In response, officers advised that when the grant was initially released it was given to the Children's services base budget but the government subsequently issued amended guidance. Following discussions with the Corporate Director of Finance, it had been agreed that it would not be a pressure within the Children's Services base budget for next year. It was commented that Haringey was not alone in finding itself in this position.
e. In relation to previously agreed savings and whether these would be delivered in full, officers acknowledged that they would not be able to deliver the savings for the current year, due to the £1.4m grant issue and not having any time to plan for how to mitigate this. The current assumption was that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 would be delivered in full.
f. In relation to the cost pressure arising from tribunals, the Panel sought clarification as to whether there was scope to reduce the number of cases ending up at tribunal, given the costs involved. In response, officers advised that costs varied widely according to what package of care the tribunal related to. Officers advised that they had undertaken some modelling to see the level of workforce they would need to meet the current level of complaints. The service was developing a team of four staff to manage a dispute resolution process with the aim of preventing cases escalating to the point of going through the courts. Currently there were around 75 cases going to tribunal and only one person working on them. Consequently, it was very hard to keep on top of demand.
g. In response to a follow-up question about the additional team of four staff, officers advised that savings deriving from this team would be savings to the High Needs Block rather than the General Fund. The Safety Valve programme was due to end the overspend in the HNB by March 2028.
h. The Panel commented on the importance of managing relationships with parents when it came to reducing the number of cases going to tribunal, for example, and questioned if there was another way to manage relationships within the service. In response, the Corporate Director set out that Subject Access Request could involve someone who was in care 20 plus years ago needing to know something about their birth parents. The Council could have no current relationship with that person and, in that context, managing relationships in a different way would not affect that person's need to find out a specific piece of information. In relation to tribunals, officers advised that these were often about a parent trying to ensure that their child's needs were met and the Council could have a good relationship with that family. Within the SEND process there was a statutory requirement for a formal route of redress if parents were not happy with a decision taken by the local authority or a health authority. Officers set out that there was a lot of work going on within the service to ensure that it had good relationships with service users. The Panel noted that there was a very well established parent carer forum in Haringey, that had 500 members and thousands of people who received its newsletters.

The Cabinet Member emphasised the fact that the SEND system was fundamentally adversarial in its set up and that there wasn't enough money in the system. People had a right to go to a tribunal if they were not happy.

i. In relation to a question around the saving proposal around introducing specialist foster carer allowances to attract more foster carers, officers confirmed that training would be part of a wider package of support offered to foster carers, including looking at how children were matched with foster carers. Officers set out that there was a clear expectation that people who undertook these placements also undertook enhanced training.
j. The Panel queried whether there were any concerns around incentivising foster with pay bands based on tiers of complexity/need. In response, officers acknowledged that it was an issue that they had deliberated on, and assurances were provided that there would be processes in place to ensure that foster carers had the requisite skill set in order to undertake these placements. Officers emphasised the importance of placing children locally, where the organisation could provide support in order to achieve the best outcomes for those children. In contrast to the huge costs charged by some independent care agencies, the service was seeking to put in place packages of support to children and foster families in order to keep placements in-house, rather than going through agencies. The Corporate Director of Children's Service emphasised the importance of children having a family experience for as long as they could.
k. In reference to the proposed saving around care leavers accommodation, the Panel questioned whether, if successful, there was scope to deliver more units for care leavers. In response, officers acknowledged that that it was an exciting proposal and that the service was incredibly proud to have young adults moving into their own accommodation. It was estimated that there were either 104 or 109 care leavers moving into supported accommodation. In terms of getting them ready to move into permanent accommodation, it was suggested that it was important to provide them with the opportunity to input into what they needed to make it work.
l. In response to a question about the level of overspend, officers advised that overall, the Council was projecting an in-year overspend of about £34m. Some of these pressures were recurring and some were one-offs, and they would need to be built into the 2026/27 budget forecast.

RESOLVED

That the Panels scrutinised the proposals presented in the report and appendices.

36. HARINGEY SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT 2024-2025

The Panel received a copy of the Haringey Safeguarding Children Partnership (HSCP) Annual Report 2024-25, for noting, as set out in the published agenda pack at pages 79-121. Accompanying the Annual Report was a set of presentation slides that were tabled at the meeting and have been published as part of the agenda papers for this meeting. The presentation and the Annual Report were introduced by David Archibald, Independent Scrutineer HSCPB. Also present for this item were the Corporate Director, Children's Services and the Director of Safeguarding and Social

Care, along with the Cabinet Member for Children, Schools and Families. The following arose as part of this discussion of this report:

a. In response to a query about the extent to which the HSCP was a new set up, the Panel were advised that up until 2019, each authority had to have a safeguarding children's board. From September 2019, there was a change which required councils, police and health to have joint accountability. Subsequent changes meant that there was no longer an independent chair, instead the chair rotated between the three lead partners. The role of independent scrutineer was also brought in.
b. The Panel noted that the report contained a lot of qualitative data and queried whether there was any quantitative data that showed how the partnership was performing. In response, Mr Archibald advised that the partnership had been developing a dataset to evaluate progress on a range of areas of children's safeguarding and that there was also work underway to encourage HSCPs to do this nationally. Mr Archibald advised that he chaired a recent HSCP leadership group meeting which included a progress report on performance data. In general, the data showed that the partnership was performing well. It was commented that there was a huge and complex set of potential data, and the challenge was to use this data to show where improvements could be made. The Corporate Director of Children's Services advised that her team followed the movement and flow of the data closely, and that when the dataset moved up or down they would interrogate it, in order to understand possible areas of concern.
c. The Panel sought clarification about how the partnership worked with housing to tackle issues such as damp and mould, which had a serious impact on the health and wellbeing of children. In response, officers advised that within the responsibilities of the HSCP, there wasn't anything the partnership could do to allocate housing. Officers would contact housing if they came across any housing issues. The introduction of Awaab's Law brought in specific timescales for landlords and housing providers to deal with serious issues such as damp and mould. Officers also commented that Haringey's Children Safeguarding Board had a housing sub-group and that this provided an opportunity for different sections of the Council to work together to deal with housing challenges.

Clerk's note at 20:20 – Cllr Abela left the meeting at this point.

d. The Panel queried access to Children and Adolescent Mental Health Services (CAMHS) and whether waiting times had improved. In response, Mr Archibald advised that the report set out some good progress in relation to Mental Health, including the introduction of a single point of access. It was acknowledged that there was a backdrop of increasing demand for CAMHS and increasing concerns about the mental health of young people. Officers advised the Panel that the Children and Young People's Mental Health Strategy had recently been published. The Strategy was the product of having listened to families over a number of years and that people needed access to services in a timely manner, needed services that met need, and they needed support in navigating a complex system. In relation to children with more complex needs, it was commented that the single point of access and 'no wrong front door' approach would allow anyone who approached the service to be directed to the most appropriate service based on their needs. The Panel was also advised that

CAMHS were also going into schools, and that there was a community offer available through family hubs.

e. The Panel sought clarification about the role of independent scrutineer and the extent to which it was independent. In response, the Panel was advised that the role was relatively new and that partnerships across the country were trying to work out how best to incorporate the role. There was national guidance that set out the key elements of scrutiny. Mr Archibald commented that it was more helpful for him to sit with the executive and to contribute and challenge them directly as decisions were being taken, rather than retrospectively scrutinising decisions that had already been taken. It was emphasised that whilst Mr Archibald sat on the HSCP, he did not manage anything operationally. The Corporate Director commented that Mr Archibald knew Haringey well and that he was very experienced, this experience was helpful to the partnership. The Panel acknowledged the role played by the Independent Scrutineer, but suggested that use of the word ‘independent’ initially seeming misleading, given that he sat on the Partnership Board.
f. In relation to slide 11 titled ‘Children’s Social Care Dataset 2024/25’, the Panel queried the fact that it stated that there had been a near 20% decrease in the volume of EHCPs but that the completion within a 20 week timescale had dropped from 98% to 82%. In response, officers advised that they would check the figures and come back to the Panel. It was commented that the timeframe aligned with the introduction of the Safety Valve programme, and that as that embedded and early intervention processes were implemented, less children required an EHCP. In relation to performance, officers acknowledged that this was a decrease, but noted that the organisation was still performing above the national average.
g. The Panel also queried the number of Asset Plus Plans within the Youth Offending Service, as the information box on slide 11 stated that performance was ‘up’ 65% from 74% the year before. The Panel sought clarification on whether this was a typographical error.

Clerk’s Note – following the meeting officers found that there was an error with the data provided. In relation to Children supported with Asset Plus Plans, the data set should have stated: ‘Between April 24-March 2025, the number of children supported by the Youth Justice Service with their Asset Plus Plans up to date was 72% which was the same in 23-24. The number of children supported between April 24- March 25 by the service was 303 compared with 243 in 23-24.’ In relation to EHCPs, the data set should have stated: ‘In 2024 there were 533 requests for Education Health and Care Needs assessment (EHCNA), compared with 600 in 2023 which is a decrease of 7.83%. In 2024, 83% of EHCPs were finalised in 20 weeks, compared with 86.5% in 2023, which is a decrease of 3.5%. N.B. Following this error, the published HCSB Annual report was updated and the DfE were notified.

h. The Panel queried whether the Haringey Healthy Weights Strategy 2022-25 was being updated. In response, officers advised that Public Health would have to come back on this. The Panel agreed for a report on the implementation of the Haringey Healthy Weight Strategy to come to its February meeting. **(Action: Clerk).**
i. The Panel commented that there had been a number of recent news articles about grooming gangs in London, and queried the extent to which this was something that was happening in Haringey. In response, the Corporate Director of Children’s Services stated that it was difficult to say definitively either yes or

no. However, the service was not seeing any of the patterns or indicators it would expect to see for children being at risk in this way. It was commented that it was a police activity to find young people and spot those who may be at risk of being exploited through grooming gangs. Officers advised that there was a partnership level missing panel that was convened weekly, to share information and develop a partnership response to any instances of missing children.

j. The Panel questioned what was being done to reduce waiting times for children to receive an assessment for ADHD or autism. In response, officers advised that work was underway locally to reduce the large number of pathways and to bring providers together. A provider's collaborative had been established to bring providers together to look at how services could be delivered in a more streamlined way and how assessments wait times could be reduced. Officers commented that one of the key outputs was assuring that when a child had waited for an assessment, that assessment was the correct one and that the family weren't made to start that process from the beginning. Officers advised that there was also a robust waiting well offer for families that had been produced in conjunction with SEND Power. The service's management also scrutinised the data with health providers on a monthly basis.

RESOLVED
That the HSCB Annual Report was noted.

37. WORK PROGRAMME UPDATE

RESOLVED

That the work programme was noted and any amendments were agreed.

38. NEW ITEMS OF URGENT BUSINESS

N/A

39. DATES OF FUTURE MEETINGS

15th January
26th February

CHAIR: Councillor Anna Lawton

Signed by Chair ………………………………..

Date …………………………………

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Report for:	Overview and Scrutiny Committee – 19 January 2026
Title:	Scrutiny of the 2026/27 Draft Budget/5 Year Medium Term Financial Strategy (2026/27-2030/31) - Recommendations
Item:	**9**
Report authorised by:	Ayshe Simsek, Democratic Services and Scrutiny Manager
Lead Officer:	Dominic O'Brien, Principal Scrutiny Officer Tel: 020 8489 5896 or Email: dominic.obrien@haringey.gov.uk
Ward(s) affected:	All
Report for Key/ Non-Key Decision:	N/A

1. Describe the issue under consideration

1.1 This report sets out how budget proposals detailed in the draft 5-year Medium Term Financial Strategy (2026/27-2030/31) have been scrutinised and the draft recommendations that have been reached by the Overview and Scrutiny Committee (OSC) and Scrutiny Review Panels.

1.2 Members of the Committee are asked to consider and agree recommendations contained within this report so that these can be considered by Cabinet on 10th February 2026, when they will also agree the final MTFS proposals that will be put to Council on 2nd March 2026.

2. Recommendations

2.1 That the Overview and Scrutiny Committee:

(a) Approves the final budget recommendations to be put to Cabinet on 10th February 2026, as outlined in **Appendix 9**.

(b) Notes the 2026/27 Draft Budget & 2026/31 Medium Term Financial Strategy Report, as presented to Cabinet on 11th November 2025 (**Appendix 1**) and the proposals therein, as considered by the Scrutiny Panels and the Overview and Scrutiny Committee in November 2025.

3. Reasons for Decision

3.1 As laid out in the Council's Overview and Scrutiny Procedure Rules (Constitution, Part 4, Section G) the Overview and Scrutiny Committee is required to 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.

4. Alternative Options Considered

4.1 N/A

5. Budget Scrutiny Process

5.1 The Overview and Scrutiny Protocol lays out the process for Budget Scrutiny. This includes the following points:

a. The budget shall be scrutinised by each Scrutiny Review Panel, in their respective areas. Their reports 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 above, each Scrutiny Review Panel shall hold a meeting following the release of the December Cabinet report on the new Medium Term Financial Strategy. Each Panel shall consider the proposals in this report, for their respective areas. The Scrutiny Review Panels may request that Cabinet Members 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 in January containing their recommendations/proposal 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.

6. Budget Scrutiny to Date

6.1 Following consideration by Cabinet, the four Scrutiny Panels met in November 2025 to scrutinise the draft budget proposals that fall within their portfolio areas. In addition, the Overview and Scrutiny Committee also met in November 2025 to consider proposals relating to its remit including Finance & Resources, Corporate Budgets, parts of Culture, Strategy & Communities and parts of Environment & Resident Experience.

6.2 Cabinet Members, senior service officers and finance leads were in attendance at each meeting to present proposals and to respond to questions from members. A list of draft recommendations arising from the meetings referred to above, is provided at **Appendix 9**.

7. Next Steps

7.1 The table below sets out the remaining steps in the budget scrutiny process:

Date	Meeting	Comments
19 January 2026	Overview and Scrutiny Committee	Recommendations agreed and formally referred to Cabinet.
10 February 2026	Cabinet	Cabinet will set out its response to all recommendations made by the Overview and Scrutiny Committee.
2 March 2026	Full Council	Final budget setting.

8. Statutory Officers Comments

Finance

8.1 There are no specific financial implications as a result of the scrutiny process but there may be an impact on the overall Council budget if recommendations are made for change. Any such implications would be considered as part of February's Cabinet MTFS report.

Legal

8.2 There are no immediate legal implications arising from this report. The Overview and Scrutiny Committee is exercising its budget scrutiny function. This is part of the constitutional arrangements for setting the Council's budget, as laid out in Part 4, Section G of the Haringey Constitution.

Equality

8.3 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

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

8.4 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. In addition, marriage and civil partnership status applies to the first part of the duty.

8.5 The proposals in the draft Medium Term Financial Strategy are currently at a high level and will be developed further as service changes and policy changes are progressed. Equality impact assessments will be developed as part of this process.

8.6 The Committee should ensure it addresses these equality duties by considering them within its work. This should include considering and clearly stating;

- How specific savings / 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.

9. Use of Appendices

9.1 Please note that Appendices 1 to 8 were previously published in November 2025 and are provided for reference. Appendix 9 provides the list of draft recommendations and additional information requested by the Scrutiny Panels.

9.2 Appendix 1 is the main report to Cabinet on the 2026/27 Budget and 2026-2031 MTFS.

9.3 Appendix 2 is the Directorate Appendices which summarises new proposed savings, budget pressures and changes to the capital programme for each directorate. Within this document, the directorates are:

1 – Children & Young People

2 – Adults, Housing and Health

3 - Environment & Resident Experience

4 **-** Culture, Strategy & Communities

5 - Finance and Resources

6 - Corporate Budgets

9.4 Appendices 3 to 6 are the appendices which provide more detail on specific proposals in each Directorate:

- Appendix 3 – Children's Services
- Appendix 4 – Adult, Housing & Health
- Appendix 5 – Environment & Resident Services
- Appendix 6 – Culture, Strategy & Engagement

9.5 Appendix 7 is a clarification note which provides additional information on one of the savings proposals in Document 5 (Appendix 3a.3 Optimized Environmental Enforcement).

9.6 Appendix 8 is an explanatory note on the role of Scrutiny in the budget setting process.

9.7 Appendix 9 provides the list of draft recommendations and additional information requested by the Scrutiny Panels.

10. Local Government (Access to Information) Act 1985

10.1 N/A

Report for: Cabinet - 11 November 2025

Title: Draft 2026-27 Budget Proposals and 2026-2031 Medium Term Financial Strategy Report

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

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

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1. This is the second report to Cabinet for the 2026/27 financial planning process. The main purpose of this report is to specifically update on the new or revised budget proposals for 2026/27 and beyond and recommend commencing consultation. It will also provide an update on key financial announcements by Government. Updates on the Housing Revenue Account and Dedicated Schools Budget will be presented to Cabinet in December 2025 when fuller information will be available. Fees and Charges for 2026/27 will also be presented to Cabinet in December for approval.

1.2. The financial position of Haringey, in common with many other London boroughs, is very challenging.

1.3. Following more than a decade of government underfunding Haringey now operates with around £143m less in core government funding in real terms each year than it did in 2010/11. At the same time we have seen escalating demand for our services, which now cost more to provide. Despite year-on-year efficiency savings, spending reductions and increases in income generation, Haringey's financial position has reached a tipping point.

1.4. Whilst councils across the country are struggling with rising costs and insufficient funding Haringey faces some additional unique challenges. Haringey's government grant is 15 per cent less than the national average. The council has been funded lower levels than many neighbouring boroughs with whom we share many traditionally 'inner London' characteristics. This includes, high levels of temporary accommodation with more than 24,000 supported through the council tax reduction scheme and our relatively low numbers of residents who can fund their own adult social care.

1.5. In 2025/26 Haringey was only able to meet its legal requirement to set a balanced budget with the assistance of £37m of Exceptional Financial Support from government. This is money the council has been allowed to borrow to fill its funding gap. It is not a grant and will need to be repaid with interest charges.

1.6. However, despite its depleting financial resources, the council's priority continues to be to deliver services to the most vulnerable as well as those more universal services valued by all residents, visitors and businesses.

1.7. Demand for statutory services continues to increase year on year alongside the price paid and is far outstripping the government grants received and the amount of income that can be generated locally. In 2026/27, estimated new budget pressures are £30.1m, primarily in social care and temporary accommodation. It is anticipated the Council will need to spend a net £349m on day to day running costs to deliver services and meet statutory responsibilities.

1.8. In addition, and subject to the outcome of the budget consultation following this report, it is anticipated that £200m of capital investment will be made next year in keeping schools open, maintaining roads, and other highways infrastructure to a safe standard, keeping the Council's operational estate health and safety compliant and the much needed investment into Wood Green and Tottenham. The proposed capital programme will be presented to Cabinet in February 2026 with a focus on health and safety and other essential investment to maintain the delivery of key services but also 'invest to save' opportunities, such as expanding leisure centre provision and commercial properties, both of which are expected to increase much needed income for the Council.

1.9. Although the council tax base is expected to increase by 1% next year, partly driven by the Council's ambitious council house building programme, the collection rates are falling, the average council tax band remains a Band C and numbers claiming council tax reduction support is increasing. Income from Council Tax is expected to be £145.3m in 2026/27, a reduction of £2.7m from the forecast in the last update in July 2025.

1.10. The current planning assumption is that fees and charges will increase by 3.8% in line with inflation but the increased income will address the current shortfall in income targets across services rather than contributing towards closing the budget gap for next year.

1.11. New savings and efficiencies for 2026/27 of £7.0m have been identified to date but it is increasingly difficult to identify further reductions needed to set a balanced budget. This will require more radical change and transformation including in how statutory services are delivered. Currently, 80% of service budgets are spent on social care and temporary accommodation. Changes of the scale needed takes time and any benefits will not materialise in time for the 2026/27 budget that will be set in March 2026.

1.12. The Council recognises it needs to do more to deliver already agreed savings and therefore over the next 6 months will focus its limited capacity relentlessly on this. Priority will be given to the delivery of £30.0m of savings that were agreed for delivery in 2025/26 budget and the £21.9m in 2026/27 – made up of savings already agreed for next year (£14.9m) and the new proposals set out in this report (£7.0m).

1.13. Identifying internal efficiencies and improved ways of delivering existing services will not stop. So at the same time, every service will look at every £ it spends, improve its income collection and continue to improve the commissioning, procurement and contract management arrangements on all contracts.

1.14. The council has put in place robust Financial Recovery Plan and a set of organisational arrangements to support its delivery. Stringent spending controls on all non-essential spend over £1,000 will continue with the aim of reducing over-spends in the current year and minimising the use of EFS in 2026/27. The Council's Financial Recovery Plan that was prepared early in the year will be re-visited given the deteriorating financial position, with an aim of minimising reliance on EFS and restoring financial sustainability over the next 5 years. Plans are also being put in place to introduce an 'independent sounding board'. This will bring in a range of independent sector experts to oversee and hold the council to account for the delivery of the new Financial Sustainability Plan.

1.15. The draft budget for 2026/27 despite these efforts, forecasts that government funding and other forms of income will not be sufficient to cover the increasing demand for services and there is a forecast shortfall of at least £57m as set out in this report.

1.16. This is before the impact of the government's Fair Funding review. The consultation period has ended the outcome is unlikely to be known until early December after the Chancellor's Autumn Budget.

1.17. Analysis of the proposals on which the government consulted indicated that the Council could lose up to £10m in 2026/27 and between £22m and £40m over the next three years. This would only exacerbate an already challenging financial position. The council has undertaken extensive lobbying over the last 4 months to highlight the impact of the changes in Haringey, a Council already heavily reliant on Exceptional Financial Support. Final grant allocations for the next three years will not be known until December 2025 but if the proposals do not change, the Council will not be in a position to set a balanced budget next year without significant new Exceptional Financial Support of at least £57m, which will be on top of the EFS requirement in 2025/26, which is at least £37m and therefore potentially over £90m in total.

1.18. This position is not sustainable as it simply adds to council debt for the next 20 years. In 2026/27, borrowing costs for EFS alone are expected to be £1.4m.

1.19. The remainder of this report sets out further details of the position but it is noted by the Council's Section 151 Officer that setting a balanced budget in 2026/27 will only be possible if government agree Exceptional Financial

Support, and agreement on this will not be known until February 2026, around the time that the final 2026/27 Local Government Finance Settlement is published.

1.20. Officers have also commenced the work to identify the more transformational changes that will be needed for 2027/28 to further reduce spending. This will focus on transformational changes to statutory services to focus on prevention, reducing demand; changes in how statutory services are delivered through learning from others who spend less per head; and maximising and commercialising the Council's assets. Officers are planning for a scenario that could see some of these new proposals presented to the new administration in September 2026 and decisions to be made on these more transformational changes to reduce spending.

2. Cabinet Member Introduction

2.1 Setting the Haringey Council budget gets more challenging every year. Due to historic government underfunding, Haringey now operates with around £143m less in real terms in core government funding than it did in 2010/11. At the same time, we have seen rising demand for our services, which now cost more to provide. Despite year on year efficiency savings, spending reductions and increases in income Haringey will again be utilising Exceptional Financial Support from government to balance our budget in 2025/26.

2.2 Local Authorities across the country are struggling financially but Haringey faces some unique financial challenges. Our government grant is 15 per cent less than the national average, income from council tax is lower than average in Haringey; and we have been funded at lower levels than many neighbouring boroughs with whom we share many 'inner London' characteristics.

2.3 The new government was never going to be able to reverse years of austerity overnight and we have had a constructive conversation with Ministers about their proposed future Fair Funding model for local government. The impact of the initial proposals are set out in this report but due to representations made by us, London Councils, the Mayor of London and others we are hopeful that they will be amended to better reflect the true cost of providing services in London. In either scenario these changes are not expected to change our budget position fundamentally.

2.4 Our draft budget for 2026/27 does not contain new savings proposals capable of closing the budget gap. This reflects the difficulty of continuing to identify yet more savings and income generation opportunities year after year. More than 80% of our service budgets are already spent on social care and temporary accommodation. Whilst these areas are not exempt from the need to achieve the best possible value for money it does limit our ability to reduce costs when so much is spent on meeting our legal obligations in these areas. However, it does include £7m of new proposals, including spending reductions and income generation measures in addition to more than £15m of measures that have been previously agreed to be delivered next year. We will be focusing relentlessly on achieving these savings alongside the delivery of the £30m of savings that are in this year's budget.

2.5 This is vital in order to reduce the amount of Exceptional Financial Support we use. EFS is money the council is allowed to borrow to fill its funding gap. It is not a grant and will need to be repaid, with interest in future years.

2.6 Despite all the challenges this is a budget which reflects our values as a council as we continue to deliver services to the most vulnerable at the same time as maintaining vital investment in the things that matter to every resident including our fabulous parks, leisure centres and libraries.

3. Recommendations

3.1 It is recommended that Cabinet:

a) Note the Council's current financial position as set out in this report which builds on the work undertaken since the previous report to Cabinet in July 2025.

b) Note the proposed new savings, pressures and capital programme changes for 2026/27 – 2030/31 (Appendices 1 to 6).

c) Note the current estimated budget gap for 2026/27 and the remaining period of the Medium-Term Financial Strategy (MTFS) and the key changes since the last update in July 2025 (Section 13.5).

d) Note the new risks and uncertainties in Section 15.

e) Note that the General Fund Revenue Budget, Capital Strategy, Capital Programme, HRA 2026/27 Budget and Business Plan and Treasury Management Strategy Statement will be presented to Cabinet on 11 February 2026 to be recommended for approval to the Full Council meeting taking place on 3 March 2026.

f) Approve the launch of consultation on the revenue budget proposals and proposed changes to the capital programme as set out in this report.

4. Reasons for decision

4.1 The Council has a statutory obligation to set a balanced budget for 2026/27 and this report forms a key part of the budget setting process by setting out the approach to delivering this and a refreshed Medium-Term Financial Strategy (MTFS). It also highlights key updates in terms of funding, expenditure, risks and issues since the last report in July 2025. The final budget for 2026/27, Council Tax levels, Capital Programme, Treasury Management Strategy, Housing Revenue Account (HRA) budget and Business Plan will be presented to Cabinet on 11 February 2026 for recommending to Full Council on 2 March 2026.

5. Alternative options considered

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

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

6 Medium Term Financial Strategy (MTFS)

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

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

6.3 The aim of the MTFS is to:

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

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

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

6.6 In December 2025, the Government will publish a three-year Local Government Finance Settlement which will give some certainty over Government funding levels. This will be based on the Spending Review published on 11 June 2025 and the outcome of the consultation on the distribution of funding that took place between 20 June and 8 August. Although the certainty is welcomed, it is clear that the level of funding will still be insufficient to manage the growing pressures, particularly in social care and temporary accommodation. Furthermore, although externally provided modelling was undertaken to forecast the impact for Haringey of the new distribution methodology under the Fair Funding Review 2.0, these cannot be accurate and therefore the currently presented funding assumptions contain a high level of risk. It is therefore even more important to demonstrate a collective understanding of the best estimates of financial pressures, opportunities and funding over a longer timeframe, acknowledging financial pressures and risks.

Budget Principles

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

- To support the delivery of the Council Delivery Plan and priorities.
- Financial Planning will cover at least a 4/5-year period.
- Revenue and capital of equal importance.
- Cost reductions and income generation required.
- Sustainable budget for future years (one offs not the solution).
- Not be an on-going reliance on reserves.
- Any use of reserves to balance the budget will need to be repaid.
- Estimates used for pay, price and demand based on data and evidence - pressures.
- Growth for increased service provision will be exceptional and considered on case-by-case basis.
- Loss of Government grant will result is same reduction in expenditure.
- All services will ensure value for money and productivity.

7 Borough Vision and Corporate Delivery Plan

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

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

7.2 This builds on the Haringey Deal which sets out the council's commitment to developing a different relationship with residents, alongside the Corporate

Delivery Plan (CDP) which sets out the organisational priorities every two years.

7.3 The most recent CDP was approved by Cabinet in July 2024 and can be found here - The Corporate Delivery Plan 2024-2026 (haringey.gov.uk). It outlines the strategic objectives, priorities, and initiatives aimed at creating a fairer, greener borough. The plan is set out in eight separate themes:

- Resident experience and enabling success
- Responding to the climate emergency
- Children and young people
- Adults, health and welfare
- Homes for the future
- Safer Haringey
- Culturally rich borough
- Place and economy.

7.4 The Budget and MTFS process is the way in which the Council seeks to allocate financial resources in order to support the delivery of this plan alongside analysing and responding to changes in demand, costs and external factors. This is the final year of the current Council Plan and a new plan will be developed next summer with the new administration in line with wider 10 year Borough Vision.

7.5 In light of the financial pressures facing the Council, and as the end of the current Corporate Plan period is approaching, the Council is taking stock of progress and considering whether the small number of activities currently RAG rated 'Red' (as reported in the 6 monthly update to Cabinet) can still be delivered as originally envisaged. Where this looks challenging, consideration is being given to whether the desired outcomes can be achieved in other ways, in particular whether this can be done within reduced resources.

8 National Financial Context

8.1 On 11 June 2025, Government published the outcome of its multi-year Spending Review which sets the financial envelope for all Government Departments over the three-year period from 2026/27 to 2028/29. The Spending Review figures for 2028/29 and beyond are provisional only and will be subject to review as part of a Spending Review in 2027 and the Autumn Budget that will be delivered on 26 November 2025.

8.2 Local government funding allocations for 2026/27 will not be known until the provisional local government finance settlement in December 2025. These allocations will be based on the new funding regime following the Fair Funding Review 2.0 consultation held with the sector over the summer.

8.3 The outcome of the consultation is not yet known but modelling from a couple of external resources suggests that, if the proposals progress, there will be significant shifts in funding distribution across the country with inner London, including Haringey and the South East set to lose funding from 2026/27.

8.4 The following paragraphs set out the key messages.

Fair Funding Review 2.0 – Key Messages

8.5 The Government's aim from the recent consultation was to seek views on the approach to determining new funding allocations for local authorities, and fire and rescue authorities, building on the local authority funding reform: objectives and principles consultation which the government has provided a summary to in parallel.

8.6 The consultation covered - determining local authority funding allocations; approach to consolidating funding; measuring differences in demand for services and the cost of delivering them; measuring differences in locally available resources; the New Homes Bonus; transitional arrangements and keeping allocations up to date.

8.7 It also covered - long-term approach to the business rates retention system; devolution and wider reforms, including how we can bring Strategic Authorities closer to the Local Government Finance Settlement; ways to reduce demands on local government to empower them to deliver for communities; and sales, fees and charges reform.

8.8 The lack of information has prevented Haringey along with all other authorities from being able to engage fully in the consultation process. Notably by not involving the sector in 'road testing' new formulae (particularly children's services and adult social care); a lack of evidence or rationale for changes in the Area Cost Adjustment; and lack of local authority level calculations for key elements of the proposals, such as the Working Age Council Tax Support formula.

8.9 This has led to modelled outcomes which the Council has not been able to accurately predict, understand or explain the impact. It is also potentially leading to perverse outcomes, notably in the new Children's formulae. This is creating the most significant change in the proposals and has the single largest impact on London boroughs' funding share.

8.10 Senior officers and Cabinet have made representations to ministers ahead of the publication of the consultation and continued to do so when it became clearer what the likely funding impact would be. The Council has been working directly with civil servants and Ministers to provide concrete evidence of level of need and drivers of this need. Recent changes to portfolio leads at the national level, has required further engagement to ensure new ministers are fully appraised of the concerns from Haringey.

8.11 The Council's response to the consultation was appended to the 2025/26 Quarter 1 Finance Update Report and can be accessed here: Fair Funding Review 2.0

8.12 Modelling undertaken by London Councils and a sector expert suggests that Haringey could lose up to £40m in funding before transition. With proposed transitioning only covering three years, there is the potential for a significant 'cliff edge' beyond 2028/29. With this uncertainty, Haringey may be forced to plan for potentially unnecessary reductions.

8.13 A further product of the modelling is that Haringey will be forced to continue to require Exceptional Financial Support (EFS) for the foreseeable future. EFS was supposed to be a temporary and exceptional solution but is now becoming more widespread and less sustainable. In effect, the Council is likely to be running a structural deficit from year-to-year. The existing EFS regime does not support councils to move out of financial distress. Once any viable surplus assets have been sold and capital receipts exhausted, support comes in the form of additional borrowing over the next 20 years, which simply leads to growing financing costs and, ultimately, the need to borrow even more.

8.14 This position is not sustainable, equitable for local taxpayers or in line with the Council's Best Value Duty.

9. Haringey Context

9.1 Haringey is an outer London borough – receiving outer London levels of funding but which exhibits many inner London characteristics including levels of deprivation, high housing costs and urban density. The recently published Indices of Multiple Deprivation show Haringey ranked highest in London for deprivation and 47nd in the country. Unlike many other London boroughs, it also continues to have a growing population – with the number of over 65s 24% higher in 2025 than it was in 2011.

9.2 The core grant funding available from government for Haringey to deliver services and meet the needs of residents is around £143m less in real terms than it was in 2010/11.

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

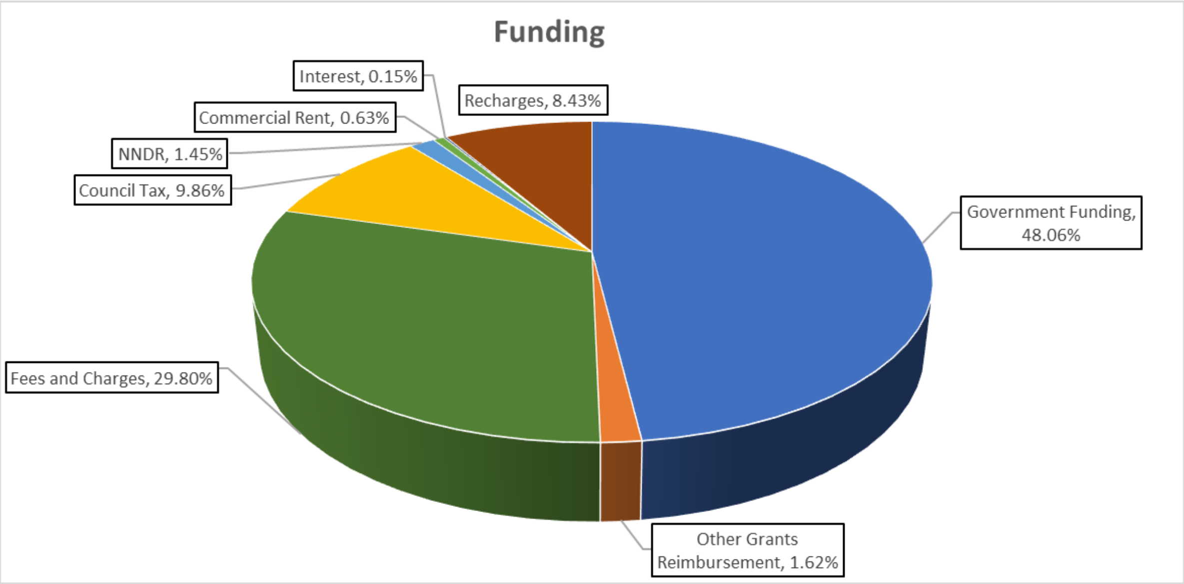
9.4 The most recently reported data shows that 25% of residents aged 16 to 65 were claiming Universal Credit in Haringey in May 2025 – over 47,000 people. 7.9% of residents aged 16+ were claiming unemployment-related benefits in Haringey in May 2025 – ca. 15,000 people, one of the highest figures of the last 3 years and higher than the averages for London and statistical neighbours. One in five households have an active mortgage so may be impacted by the continuing high interest rates.

9.5 For schools, falling rolls in primary classes are adding additional pressures on stretched budgets particularly as grant income is linked to pupil numbers. Even where numbers have been relatively stable, cost inflation on key items such as utilities and building maintenance, continues to provide challenges and 33 schools are carrying budget deficits.

10 Revenue Budget – Income

10.1 With a statutory requirement to set a balanced budget each year, the Council's spending power is determined by its income levels. The Council's main funding sources for 2025/26 are set out in Chart 1 and includes Government Grant, Council Tax and Business Rates, fees and charges and rental income and other partner contributions, such as from health.

Chart 1: 2025/26 Gross Income



<u>Government Funding</u>

10.2 Core Spending Power is used by the Government as a measure of resources available to local authorities to fund service delivery and is a combination of Government funding and Council Tax.

10.3 The sector was expecting an announcement on the outcome of the FFR2.0 consultation and a related policy paper to be published in October but this is now not expected until at least November and the provisional Local Government Finance Settlement for 2026/27 until week beginning 15 December due to the late Autumn budget date. These will cover the period

2026-2028. Following a consultation period, the final settlements will be published in February 2026.

10.4 Current financial plans assume that Government funding for 2026/27 at an England level will be in line with that of 2025/26 and the Spending Review 2025 did not include anything that would suggest any change to this assumption. The more recent consultation on funding reforms strongly suggests that the level of Government funding for London as a whole is reducing and for Haringey there is a real risk that Government funding will fall over the next three years as set out above. As a Council already reliant on EFS this poses a significant challenge to the financial position next year and over the medium term.

10.5 Over and above the grants published in the Local Government Finance Settlement, there are a number of service specific grants which are included in individual service budgets. Financial Plans for 2026/27 also currently assume that these service specific grants continue at the same level as in 2025/26. In line with budget principles, any reductions in Government Grant must result in an equivalent reduction in spend.

Business Rates

10.6 Business rates are set nationally. The valuation of business premises is set by the Valuation Office and Government sets the multiplier which determines the pence per pound paid in tax. The Council is currently a ‘top up’ authority which means that it does not generate sufficient business rates income to meet the needs of residents in the borough and therefore receives a top up amount on baseline business rates funding. Each year, the business rates baseline funding is increased in line with inflation as of September.

10.7 The Government has been consulting on plans to finally deliver a reset to the individual authority baselines which have not been revised since the current business rate retention scheme was created in 2013. The consultation asked for views on a range of factors covering the period between this and future resets; the inter-relationship between this and appeals and bad debt provisions. It is unclear on the implications for Haringey and how this aligns with the impact from the funding reforms.

10.8 The approach to the reset is further complicated by it coinciding with a revaluation and new multipliers. This will result in the business rates system being more complex, uncertain and possibly less responsive to local economic conditions.

10.9 It is unclear when the outcome of the consultation will be shared but any outcome (positive or negative) will most likely only be known when the provisional local government finance settlement is published.

10.10 In 2025/26, Haringey is part of an eight borough Business Rates Pool with other London boroughs which is expected to generate a financial benefit of £2.1m in 2025/26. Due to the impact of the new funding regime and expected changes to the business rate system it is very unlikely that a Pool would be viable for 2026/27. The Government have now requested expressions of interest, and this will be submitted before the deadline. The budget assumption in relation to Pooling therefore remains as is i.e. no benefit from pooling for 2026/27 and across the MTFS period.

Council Tax

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

10.12 Financial plans continue to assume that the council tax base will increase by an average of 1% in 2026/27 and across the remaining MTFS to reflect the Council's ambitious housebuilding and development programme and takes into account the number of households receiving Council Tax reduction and other discounts. The average Council Tax band is expected to remain as Band C – the average across London is a Band D.

10.13 The Spending Review and recent consultation on funding reforms assumes all authorities raise council tax by the maximum permitted each year. For London boroughs, this will remain 3% (main rate) and 2% for the ASC precept. The March assumptions for 2026/27 council tax increases was 1.99% (main rate) and 0% for the ASC precept. While decisions on the final Council Tax increases are part of the budget setting process and agreed by Full Council each March, given the severe financial challenges facing the authority, the financial modelling now assumes that council tax will be raised by the maximum allowable across the whole MTFS period. Each 1% increase in Council Tax generates approximately an additional £1.4m in income after taking into consideration the impact of the Council Tax Reduction Scheme.

10.14 The 2024/25 Council Tax was an estimated surplus, with the Council's share totalling £2.46m. This will be recognised in 2025/26. Work is underway to estimate any surplus/deficit impacting 2026/27 and may lead to a forecast deficit mainly due to the challenges of collecting the sums billed. The overall collection rate for 2024/25 was only 94.03% against a target of 96.75%. Collection rates are dropping across many of Haringey's statistical neighbours and Haringey's target for 2025/26 was set at 95.75% (96.75% 2024/25). The quarter 2 performance data shows that collection is 2.93% behind target and national published data for the last 4 years shows outer London boroughs have seen declining collection after an immediate uplift post Covid. Based on this insight, the previously assumed council tax collection rates for 2026/27 and beyond have now been reduced.

10.15 This has had a negative impact on overall forecast Council tax income. Performance will continue to be measured on a monthly basis and this will help inform the final council taxbase for 2026/27 when it is agreed in January 2026.

Fees and Charges

10.16 Income from fees and charges (including rents from commercial and operational properties) is around 29.8% of the Council's income. Many of these are set by Government but there are many which the Council has discretion over the level.

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

10.18 For budget planning purposes, it is assumed that most fees and charges will increase by the inflation level as at September 2025 in line with budget principles. However, consideration will also be given to those already at full cost recovery, those where increases could be detrimental to income generation and those where current fees and charges are significantly below those charged by statistical neighbours.

10.19 Full details will be included in the report to Cabinet on 9 December 2025 and to the Licencing Committee in January 2026 for the fees and charges under their remit.

11 Revenue Expenditure

11.1 Spending patterns are volatile and each year there are new pressures and potential opportunities. The annual financial planning process assesses existing and any emerging pressures or reductions to enable a budget to be set that is robust, realistic and achievable. The starting position is a review of the financial position in the previous and current financial years.

Financial Response and Recovery

11.2 In the light of the estimated 2024/25 budget overspend and forecast budget gaps across the 2026-2030 financial planning periods, a Financial Response and Recovery plan was put in place. This was produced following internal and external challenge and input.

11.3 Delivery of the agreed actions is a corporate responsibility, and progress is reviewed bi-weekly by the Financial Recovery Board (FRB) and every 6 weeks by Cabinet. Operational delivery has been delegated across existing or specifically constituted boards who report on progress against the actions to FRB.

11.4 A quarterly update is included in the quarterly finance update reports to Cabinet. The first was included as Appendix 10 in the 2025/26 Quarter One Finance Update report considered by Cabinet on 16 September 2025 16 September Cabinet Report.

11.5 In light of the Council's deteriorating financial position, the Financial Response and Recovery Plan will be reviewed and re-framed as a Financial Sustainability Plan aimed at taking the necessary action to restore the Council's financial stability and reducing the reliance on EFS.

2025/26 Forecast Budget Position

11.6 The Quarter 1 Finance Update report was presented to Cabinet on 16 September [Cabinet Report].

11.7 The forecast outturn for the Council's General Fund (GF) was an overspend of £34.1m. Of this, £30.1m was Directorate based and the most significant areas of overspend continues to be seen in the demand led services (social care and temporary accommodation) which together account for 67.7% (£23m) of the total forecast overspend; Housing Demand at 33.5% (£11.4m), Adult Social Care at 22.2% (£7.6m) and Children's at 12% (£4m).

11.8 A further £4.2m is forecast by the Finance and Resources Directorate, predominantly in the property related services. The strategic decision to move to a corporate property model to more effectively and efficiently manage the council's internal estate went live at the beginning of this financial year. The pre-work highlighted historical under-provision of budgets, and these are evident in the Quarter 1 forecast and an overspend of £676,000 mainly arising from pressure on business rates, energy and security costs. However, the consolidated operations are expected to drive efficiencies, and work will continue to mitigate this current overspend.

11.9 In addition, there is a £2.376m overspend forecast in Strategic Property Services (SPS) which manages the council's commercial estate. Extensive work is underway on reviewing the portfolio and review of leases and rent reviews which is leading to increased income. However, this is set in the context of overstated income budgets. This means a pressure is forecast to remain this year. The ongoing reliance on agency staff means high staffing costs but the expertise is required for the improvement plan on the portfolio. This is being addressed as part of the 2026/27 budget process in advance of a recruitment exercise that will be planned for next year.

11.10 The majority of the remaining forecast overspend is aligned to shortfall in delivery of savings.

11.11 The in-year position continues to be monitored on a monthly basis internally and by Corporate Leadership Team and the most recent forecasts suggest that the forecast remains at a similar scale. The next formal update to Cabinet will be December when they consider the Quarter 2 position. This report will include the outcome of work currently underway to re-scrutinise all reserve balances and other historic balance sheet items; to review treasury and Minimum Revenue Provision forecasts in the light of the review of the capital programme and likelihood of the authority requiring further EFS.

11.12 The Quarter 2 report will also incorporate the mid year assessment of bad debt provision requirement, the likelihood of any contingent liabilities crystallising into reality and an update on maintained schools such as any increase in those in deficit.

11.13 Taken together, this additional analysis could lead to the identification of additional pressures that were not included in the Quarter 1 forecasts. Even if the position does not deteriorate, it must be considered unlikely that any one-off contributions identified will be sufficient to offset the full forecast overspend. Therefore, the actual ask for EFS for 2025/26 is likely to be higher than the £37m assumed when the budget was set.

12 Approach to 2026/27 Financial Planning

12.1 The 15 July 2025 report outlined in detail the approach to the 2026 financial planning process 15 July Cabinet Report .

12.2 Initial budget proposals were reviewed and refined over the summer period and this activity has resulted in the new and / revised budget proposals now included in this report and appendices and are recommended for public consultation and member scrutiny.

12.3 Cabinet will review and consider all feedback derived from this process in early January before the final budget is prepared. It should also be noted that work will continue up to the publication of that report on further refining key assumptions notably around demand pressure estimates both service specific and corporate. This is important as levying bodies themselves have yet to finalise their budget processes and adjustments to external factors such as inflation, bank base rates, unemployment and national growth rates will inevitably impact on current assumptions. This will ensure that the final proposed budgets are as sound and realistic as possible.

12.4 Professional judgement will be used to assess the extent to which those final assumptions will need to be adjusted to take account of demand and other changes across 2026/27.

Updated 2026/27 Financial Position

12.5 The 2026/27 budget gap reported to Council on 3 March and then to Cabinet on 15 July 2025 has now been adjusted to reflect the following:

- Adjustments to Existing proposals
- New savings proposals which will be subject to consultation following Cabinet.
- New and revised budget pressures.
- Revised assumptions on Council Tax levels and collection rate.

- Business rates income amended to reflect latest CPI inflation, current estimates of the impact of the planned revaluation and reset.

12.6 The output of these adjustments have resulted in a movement of £13m and a revised budget gap for 2026/27 of £57.2m as set out in Table 1 below.

Table 1: 2026/27 Revised Budget gap

Description	2026/27 £'000
Adjusted Current Assumption (based on early 2025/26 budget forecasts)	**44,178**
Updates to existing proposals*	2,836
Updated Pressures	20,059
New Savings	(2,347)
New Management Actions	(4,628)
New Government & Other Funding Changes	(2,858)
Total	**57,240**
*Combination of reprofiling and corrections made to previous workforce savings assumptions in the MTFS that have now been fully allocated in 2025/26.	

12.7 The key drivers of the increased gap are provided below:

<u>Budget Pressures</u>

12.8 Work since July 2025 has suggested that an additional £30.1m will be required for 2026/27 with an additional £107.7m across the whole MTFS period. These estimates have taken into account the most up to date forecasts and modelling for the current (2025/26) financial year which at Quarter One was forecasting an overspend of £34.1m.

12.9 The table below summarises the total estimated additional budget required by Directorate for each year and further details are set out by Directorate in the Appendices.

Table 2: New Proposed Budget Pressures

Directorates	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £'000
Children's Services	2,152	-	(165)	-	-	**1,987**
Adult & Social Services	10,600	-	-	-	-	**10,600**
Housing Demand	10,854	-	-	-	-	**10,854**
Public Health	-	-	-	-	-	**-**

Culture, Strategy and Communities	1,655	(619)	75	75	1,230	**2,416**
Environment & Resident Experience	1,275	803	-	-	-	**2,078**
Finance & Resources	1,750	-	-	-	-	**1,750**
Corporate Budgets	1,773	14,997	14,898	14,777	31,558	**78,005**
Total	**30,059**	**15,181**	**14,808**	**14,852**	**32,788**	**107,690**

12.10 Assuming that the new pressures are built into 2026/27 to 2030/31 budget plans, the pressures across the 5 years of the MTFS would be as shown in the table below.

Table 3 – Estimated Total General Fund Budget Pressures 2026-2031

Directorates	**2026/27 £'000**	**2027/28 £'000**	**2028/29 £'000**	**2029/30 £'000**	**2030/31 £'000**	**Total £'000**
Children's Services	5,648	1,772	1,607	1,680	-	**10,707**
Adult & Social Services	19,046	7,210	7,200	6,920	-	**40,376**
Housing Demand	13,854	2,000	2,000	1,000	-	**18,854**
Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	2,252	(1,146)	98	98	1,230	**2,532**
Environment & Resident Experience	226	669	(2,000)	-	-	**(1,105)**
Finance & Resources	2,712	-	-	-	-	**2,712**
Corporate Budgets	32,468	46,551	44,657	48,089	31,558	**203,325**
Total	**76,206**	**57,056**	**53,562**	**57,787**	**32,788**	**277,401**

Service Pressures for 2026/27

12.11 51% of the new budget pressures for 2026/27 relate to Adults and Children's social care and housing demand.

12.12 The estimated additional budget requirement for adult social care in 2026/27 is £19.0m - £8.4m identified at the last update in March 2025 and an additional £10.6m as set out in Table 2. This represents an increase in adults receiving care packages and an inflationary increase of 4%. Within this inflation assumption it is projected that the number of Older Adults with a Physical Disability primary need will increase from 1,578 to 1,704 by March 2027. For Younger Adults (18-64) with a Learning Disabilities primary need, the increase from a baseline of 734 is expected to reach 772 by March 2027, for those with a Mental Health primary need, an increase from 452 to 498 at March 2027 and for those with a Physical Disability primary need, an increase from 615 to 787 by March 2027. In addition, there is a £3.6m staffing cost pressure, driven by rising demand and increasingly complex care needs, particularly among older and younger adults.

12.13 In 2026/27, it is assumed that £13.9m additional budget will be required for housing demand - £3m identified at the last update in March 2025 and the additional £10.9m as set out in Table 2. Of this, £9.9m pressures are related to increased Temporary Accommodation (TA) costs mainly driven by an 18–19% annual increase in Nightly Paid Accommodation (NPA) costs, reduced availability of Private Sector Leased (PSL) and council-owned properties, and market pressures that have led to landlords withdrawing properties. There is also a £1.0m investment requirement for a proposed landlord incentive scheme which aims to retain and grow PSL stock, reducing reliance on costly accommodation and this is projected to deliver significant cost avoidance in future years.

12.14 Within Children and Family services, an additional £5.6m is expected to be needed - £3.5m identified at the last update in March 2025 and the additional £2.2m as set out in Table 2. The additional requirement is mainly due to a Families First Partnership Programme pressure from replacing a 2025/26 grant which was originally passported to the Council as a Section 31 Grant but is now ringfenced. Other pressures include additional staffing requirements to support SEND tribunals, direct payments and increased requests for Subject Access records.

12.15 The pressure highlighted in Environment and Resident Experience relates to challenges around management of housing benefits particularly unavoidable statutory costs, including pressures from Supported Exempt Accommodation, bad debt provision, and reduced Housing Benefit overpayment recovery due to Universal Credit migration.

12.16 The estimated additional budget requirement in Culture, Strategy and Communities is due to the service facing pressures which include a budget shortfall for the 2026 borough elections, HR and Estates renewal team funding gaps as previously capitalised staffing costs now need to be revenue funded, and Library staffing cost increases, requiring budget adjustments to maintain statutory duties and service delivery.

12.17 The main pressure identified in Finance and Resources has emerged following the recent creation of a Corporate Landlord model. These consolidated property related budgets into a central team, aim to drive forward efficiencies in spend as well standardising the offer. This has highlighted an under provision of budgets notably in relation to NNDR and utilities.

12.18 All assumptions will remain under review over the next few months as new information emerges and the budget for 2026/27 can be set on the most up to date, realistic and reliable estimates of service pressures.

12.19 Appendices 1 to 5 set out in in more detail the assumptions around the estimated pressures. Although still subject to change and challenge and validation in light of the forecast in the current year between now and December, these have now been assumed in the financial planning models.

Corporate Pressures for 2026/27

12.20 Appendix 6 sets out the currently proposed corporate budget increases and key assumptions and show an increase of £32.5m is required. The main inflation assumptions are 3.5% for pay and an average of 6% for corporate contracts. The current Treasury Management Strategy Statement (TMSS) assumed new treasury investments will be made at an average rate of 4.00%, and new long-term loans will be borrowed at an average rate of 5.50%. These assumptions remain at this stage and the updated TMSS will be reviewed by Audit Committee in January, Cabinet in February and Full Council in March.

12.21 Final figures from levying bodies will not be available until early in the new calendar year. Government policy decisions can have a significant impact on many of the corporate budgets which cover pay and corporate contract inflation and treasury and capital financing. Any announcements in the Chancellors Autumn Statement, planned for 26 November 2025 could also lead to changes to current figures.

Budget Savings

12.22 The approach to identifying new savings as part of this year's financial planning process was set out in detail in the July Cabinet report 15 July 2025 Cabinet

12.23 Work since July 2025 has identified an additional £7.0m new savings (including management actions) for 2026/27 with a total £11.0m new savings across the whole MTFS period as noted in the table below. These are on top of the existing, already approved, savings of £14.9m in 2026/27 and £32.2m across the whole MTFS period.

12.24 These are detailed in Appendices 1 to 5 and Cabinet are now recommended to commence external consultation and member scrutiny.

Table 4: New Proposed Budget Savings

Directorates	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Children's Services	(327)	(101)	(20)	-	-	**(448)**
AHH Adult & Social Services	(909)	-	-	-	-	**(909)**
AHH Housing Demand	(850)	(542)	(512)	(490)	-	**(2,394)**
AHH Public Health	-	-	-	-	-	**-**

Culture, Strategy and Communities	(100)	-	-	-	-	**(100)**
Environment & Resident Experience	(161)	-	(250)	(250)	-	**(661)**
Finance & Resources	-	-	-	-	-	**-**
Corporate Budgets	-	-	-	-	-	**-**
Management Actions	(4,628)	(848)	(605)	(200)	(200)	**(6,481)**
Total	**(6,975)**	**(1,491)**	**(1,387)**	**(940)**	**(200)**	**(10,993)**

12.25 Assuming that the new proposals are agreed and built into 2026/27 to 2030/31 budget plans, the savings programme across the 5 years of the MTFS would be as shown in the table below.

Table 5 – Estimated Total General Fund Savings Programme 2026-2031

Directorates	**2026/27 £'000**	**2027/28 £'000**	**2028/29 £'000**	**2029/30 £'000**	**2030/31 £'000**	**Total**
Children's Services	(847)	(466)	(70)	-	-	**(1,383)**
AHH Adult & Social Services	(3,765)	(1,689)	(1,920)	-	-	**(7,374)**
AHH Housing Demand	(3,450)	(1,842)	(512)	(490)	-	**(6,294)**
AHH Public Health	-	-	-	-	-	**-**
Culture, Strategy and Communities	(408)	(100)	(125)	-	-	**(633)**
Environment & Resident Experience	(1,075)	(1,238)	(1,136)	(250)	-	**(3,699)**
Finance & Resources	(1,342)	(3,260)	(2,885)	-	-	**(7,487)**
Corporate Budgets	(4,377)	(3,505)	-	-	-	**(7,882)**
CTRS related schemes	(2,000)	-	-	-	-	**(2,000)**
Management Actions	(4,628)	(848)	(605)	(200)	(200)	**(6,481)**
Total	**(21,893)**	**(12,948)**	**(7,253)**	**(940)**	**(200)**	**(43,233)**

12.26 It is acknowledged that the sum of new proposals is relatively low, however, the Council has already committed to deliver £33.9m savings, agreed in previous planning periods. This is not an insignificant sum. Therefore, the focus between now and April 2026 will be on ensuring these savings are delivered, with clear plans and strategies to unblock any perceived barriers to full delivery. This might include making decisions to re-allocate resources from other activity.

12.27 The Pension Fund tri-annual valuation is underway, which will include a review of employer contributions. An update will be presented to the Pension Committee and Board on 1 December and if known, any financial implications of this will be included in the final 2026/27 Budget report in February.

12.28 The 2025/26 Quarter 1 report underlined firmly that the Council's underlying spend levels will require the continuation of borrowing the £37m for EFS assumed for 2025/26. As set out above, despite ongoing efforts to offset the forecast in year pressures, it is expected that the final EFS requirement for 2025/26 will exceed the £37m. The 2026 Financial Planning process to date, including lobbying and meetings with MHCLG and Ministers, has clarified that EFS and/or increases in Council Tax above the 4.99% threshold are the only options for the authority in setting a budget for 2026/27 and indeed for any year of the MTFS.

12.29 The implications for this level of ongoing borrowing is far from ideal but considered realistic at this stage given the financial pressures the Council is dealing with over the next five years even after the implementation of a range of spending controls. The Council will continue to express its concern to Government that EFS and the impact this has on borrowing costs year on year is not a solution to dealing with the shortfall of funding in the sector. The Council will also continue to deliver the agreed financial sustainability plan.

12.30 Based on the forecast budget assumptions in this report and the resultant gaps, Chart 2 below sets out the forecast value of the Councils budget that will be funded through EFS across the MTFS period. Again, based on current budget assumptions, Chart 3 shows the forecast annual EFS interest charges to be incurred each year of the MTFS. These figures are based on a 20 year maturity PWLB Loan at 5.85% inclusive of certainty rate discount.

12.31 It must be stressed that the contents of the charts are not final but illustrative of the currently presented position in this report. The final ESF figure will be subject to agreement with Government and will depend on the outcome of the local government finance settlement, any internal revisions to current assumptions before February, the wider economic position and availability of capital receipts to bridge the budget gap.

Chart 2 – Forecast Council Budgets funded through EFS

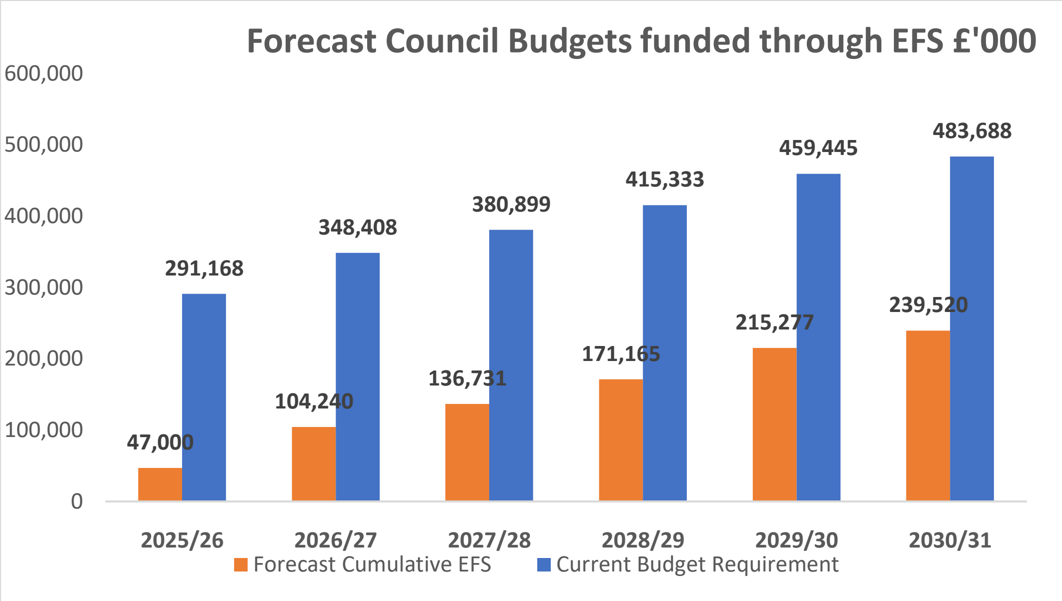
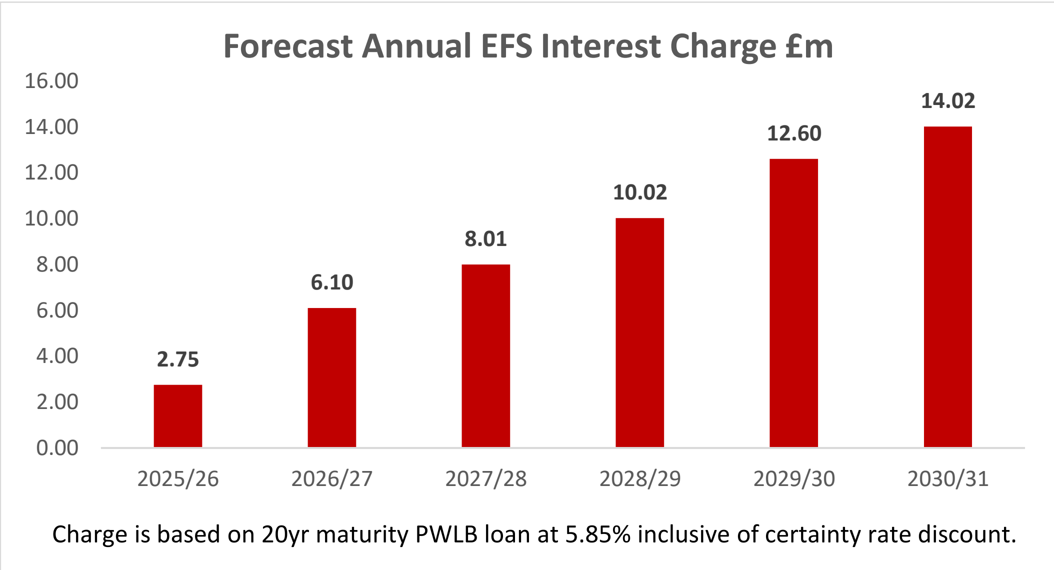


Chart 3 – Forecast Annual EFS Interest Charge



12.32 It must be noted that the currently presented 2026/27 figures will change before the final 2026/27 Budget report is proposed by Cabinet in February not least because consultation and scrutiny has yet to commence and the provisional local government finance settlement will not be announced before early December. The Government is also yet to confirm the outcome of the recent consultations on FFR2.0 and Resetting the Business Rates.

13 Financial Position for 2027/28 and beyond

13.1 The focus of this report has been on preparations for the 2026/27 budget. Financial planning across the medium term is more difficult because, although a three-year funding settlement will be published later in the year which will give some certainty on government provided grant income, spending pressures and other income streams remain volatile.

13.2 The Spending Review (SR25) published in June only provided government departmental budgets. Local authority allocations will not be known until December. However, it is now clear from the SR25 documents and the recent consultation of funding reform that there is little or no new funding being put into the system, with the majority of the core spending power (CSP) growth being generated from assumed council tax increases. These documents also suggest that any new funding is front loaded which will make later years even more challenging.

13.3 Therefore, at this point there remains an estimated cumulative budget gap of £192.5m by 2030/31.

13.4 The key drivers of this cumulative budget gap are the estimated year on year increasing costs of providing demand led services; estimated inflationary provisions; corporate pressures such as North London Waste Authority levy increases and finally capital financing costs which will start to compound as the authority becomes increasingly reliant on EFS to meet real costs. The current assumptions on government funding may prove to be significantly different to the final figures, adding additional risk. The on-going shift from direct government grant funding to funding based on locally generated tax from residents and businesses comes with further challenges as these are potentially harder to collect.

13.5 This forecast gap is based on the best estimates at this stage and as set out in Table 6 and includes:

- Government funding remains cash flat.
- Service demand pressures of £30.3m (2027/28 - 2030/31).
- Corporate demand pressures of £170.9m (2027/28 - 2030/31).
- Pay and price inflation reducing across the period to 2%, although with inflation not reducing at the pace expected this assumption carried significant risk.
- Interest rate of borrowing costs remain an average of 5.5%. This will be updated as part of the annual review of the TMSS and the impact of revised forecasts built into the February report to Cabinet.
- Council Tax base increase of 1% and Council Tax level increase of 4.99% for the remainder of the MTFS period.
- Delivery of £21.3m of agreed and proposed savings for 2027/28 to 2030/31.
- Corporate Contingency increases to £25m until 2029/30.

- Services stay within their approved budget allocation and do not overspend.
- Contribution of £3m per year from 2027/28 to the strategic budget planning reserve to replenish reserves but this remains subject to review each year depending on the Council's financial position.

Table 6 - Budget Gap 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Previously Agreed Budget Pressures	46,147	41,875	38,754	42,935	0	**169,711**
Previously Agreed Budget Savings	(14,917)	(11,457)	(5,866)	0	0	**(32,240)**
Previously Agreed Grant Funding Changes	5,785	(10,218)	(6,702)	(4,009)	0	**(15,144)**
New Pressures	30,059	15,181	14,808	14,852	32,788	**107,690**
New Savings	(2,347)	(643)	(782)	(740)	0	**(4,512)**
New Management Actions	(4,628)	(848)	(605)	(200)	(200)	**(6,481)**
New Government & Other Funding Changes	(2,858)	(1,401)	(5,173)	(8,726)	(8,344)	**(26,503)**
Forecast Budget Gap	**57,240**	**32,490**	**34,434**	**44,112**	**24,244**	**192,520**

13.6 Addressing a budget gap of this scale will require a more fundamental review of Council services to determine which and how services are provided rather than the more traditional salami slicing across all budgets. In the future, not everything may be affordable, and the Council's limited financial resources will need to continue to be prioritised to the most vulnerable and ensure all spend is aligned to the priorities as set out in the Borough Vision and the Corporate Delivery Plan. This may mean spending more in some areas of greater need and priority and more significant reductions in other areas.

13.7 Officers are working on a range of more transformational changes to services and considering services that could be reduced. There is a scenario where these proposals could be presented in September 2026 based on this work undertaken.

14 Capital Programme Update

14.1 The 15 July 2026/26 Budget to 2026/2031 report reiterated the requirement for all local authorities to prepare a Capital Strategy which will provide:

a) a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
b) an overview of how the associated risk is managed
c) the implications for future financial sustainability

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

14.3 With interest rates remaining high in the short term at least, it is essential that levels of borrowing are kept to a minimum. It is estimated that for every £1m of capital expenditure that is funded through borrowing, the Council has to budget £62,000 per annum to pay the interest and repay the debt.

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

14.5 Each year, there will also be a need for new capital investment and for 2026/27 this will be limited to only essential spending required for health and safety, maintenance and maintaining essential services and largely relates to the maintenance of the Council's schools, highways infrastructure and operational and commercial estate. Capital investment can also provide opportunities to deliver revenue savings, or additional income and will be considered.

14.6 Only schemes which are sufficiently developed, have approved outline business cases and have been subject to internal governance and decision-making processes will be included in the capital programme going forward and will be presented as either 'in delivery' or 'planned delivery' over the five-year capital programme period. All other schemes will be held in the 'pre pipeline' and reviewed as part of the review of the capital programme each year.

14.7 Proposals for the 2026/27 capital programme were considered over the summer and autumn and reviewed against estimated resources available. The outcome of that review is set out below and will be subject to the budget consultation process. Feedback from the consultation will be considered in developing the full programme that will be presented to Cabinet in February before agreement by full Council on 2 March 2026.

Proposed Capital Programme for 2026-2031

14.8 Over the summer, officers have been reviewing the existing capital programme to identify any schemes that could be reduced, deferred, deleted but also to identify any other new essential new investment that may be required.

14.9 The proposed changes are summarised in Tables 7 and 8 and are set out in full in appendices 1 to 5. If agreed in March 2026 by full Council, the approved 2026-2031 General Fund capital programme will increase from £475.827m to £485.463m. This is due in large part to the additional resources applied to the Children's Services programme for the school's estate, offset by reductions in other areas, the largest of which relates to the in-borough Children's respite facility which is now not going ahead as planned. However, the latter was previously included in the programme on the basis of it being self-financing so its removal does not reduce the cost of the capital programme.

14.10 A significant but essential programme that is underway is to identify a replacement for the Council's 20 year old finance, HR, payroll and procurement system. This system replacement is a significant undertaking but essential given the age and functionality of the current system and it is critical that the Council has a system that enables staff and suppliers to be paid on time, can support the Council in meeting its financial statutory requirements but also provides an opportunity to update and modernise processes and ways of working.

14.11 A full report will be presented to Cabinet later in the year and therefore the new capital investment that will be required is not yet included in Table 8 but will need to be reflected in the final report to Cabinet and Council on 2 March 2026. It is likely that the cost of the replacement will need to be met by using the capital receipts flexibility regime as current advice is that the ERP system is not a capital asset and therefore cannot be funded through borrowing.

Table 7 – Proposed Schemes to be removed from the 2026/27 capital programme

Short Description	Current Budget 2026/27 £’000	Proposed Value of reduction £’000	Proposed Budget 2026/27
Reduction in Digital Schemes	5,097	1,160	3,937
In borough children’s respite facility	5,260	4,360	900
Locality Hub	501	501	0
Clean Air School Zones	400	400	0
Total	**11,258**	**6,421**	**4,837**

Table 8 – Proposed New Schemes to be included in the 2026/27 Capital Programme

Short Description	Value £’000	Summary Rationale
School Conditions Surveys	230	There is a need to update the School Conditions Survey results. Completion of these surveys will determine the essential investment required into the school’s estate.
Schools Capital Programme	14,512	Essential repairs are required for 8 schools (6 primary and 2 secondary) that can’t be contained within existing programme.
Moselle Brook	1,100	The Moselle culvert plays a critical role managing surface water flooding. A partial collapse of the culvert in 2024 requires urgency permanent works.
Alexandra Palace	5,000	This will be an investment into the Panorama Room and Kitchen that is the key facility used to host the darts and investment in Mothergrid and the stage to allow large performance to take place at the palace. This capital investment is expected to support the palace in delivering its income generation strategy and will be through a loan from the Council so no impact on the Council’s revenue position.

Short Description	Value	Summary Rationale

	£'000	
Tree Planting Bid	898	Further capital required to continue post 2025 for tree planting. Opportunities for sponsorship and external funding will also be considered.
Purchase of Waste Vehicles	23,851	This purchase of the waste vehicles by the Council rather than them being leased through the waste contract is expected to be more cost effective. This will be validated when the tender process is complete and if confirmed purchase will proceed. The new waste contract will commence in 2027. This budget is already included in the capital programme for 2027/28 but the vehicles need to be purchased in advance of the contract start date and therefore this will bring forward the budget into 2026/27.
Total	**45,591**	

14.12 As part of the capital programme review, officers have also reviewed the individual schemes within the current programme for the investment into Wood Green and Tottenham areas of the borough. Across the scheme, there is £17.6m allocated which is funded through a combination of external funding and borrowing. Following a review of the funding assumptions, it has been identified that increased grants can be utilised without impacting on the overall projects planned.

14.13 Based on the revenue 2026/27 forecast position as set out in the report, if nothing else changes over the next few months of financial planning, it is clear that there is a significant requirement for new EFS to set a balanced budget in 2026/27. This new EFS requirement for 2026/27 is not yet included within the current agreed capital programme but will need to be reflected in the next iteration that will be agreed in March 2026. Where possible this will be funded from capital receipts but it is likely that the majority will need to be funded through borrowing.

Funding the Capital Programme

14.14 Work is underway to optimise the funding of the proposed capital programme. This will focus on limiting as far as possible the dependence on borrowing and will include maximising available external grant and external contributions; applicability of CIL and S106; potential to apply any historic reserve balances and a detailed assessment of uncommitted capital receipts for a refreshed update of forecast receipts from April 2026.

14.15 The Corporate Director of Finance and Corporate Resources will assess the optimum use of these resources with the final proposals presented to Cabinet in February. The final capital programme for 2026/27 to 2030/31 will be presented to Full Council on 2 March and which will also include the approval of the proposed application and strategy for the use of capital receipts.

15 Risk Management

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

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

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

15.4 The Council's Corporate Director of Finance and Resources (Section 151 Officer) has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in February 2026 and will draw on independent assessments of the Council's financial resilience where available. It is critical that this report outlines the number and breadth of potential risks and uncertainties the council faces when arriving at the budget proposals.

15.5 The Draft 2026/27 Budget and 2026-2031 Medium Term Financial Strategy Report presented to Cabinet on 15 July 2025 included a comprehensive section on the risks and uncertainties known at the time (Section 16.0 15 July Cabinet Report). The majority remain valid however, notable updates or additions are set out below.

15.6 The most important change is the recognition that the Council's financial sustainability is now an issue rather than a risk. If nothing changes to the assessments set out in the sections above, it will be impossible to set balanced budgets across the entire MTFS period without new and on-going EFS approvals, that will require the Council to borrow money to fund its ongoing day to day expenditure.

Government Funding and Legislation

15.7 There will be a three year funding settlement from 2026/27 and Government published its consultation on the new funding formula on 20 June. Haringey submitted a response highlighting significant concerns over the proposals and the modelled loss of funding from April 2026 and across the SR period. Since the outcome of the consultation is not yet known, the figures quoted in this report are before the impact of any funding reductions. Haringey is already reliant on EFS to set a legally balanced budget which is not sustainable. Lobbying by officers and members took place over the summer and will continue until the final settlements are published.

Estimate of Pressures for 2026/27

15.8 The demand and other service pressures have been revisited over the summer and where required previous estimates have been updated. These estimates have been made with reference to the 2024/25 outturn and 2025/26 Quarter 1 forecast. However, a risk remains that these are not sufficiently robust or that external factors such as the economic position negatively impact on current assumptions. For this reason, assumptions will be kept under review and amendments must be expected before the final 2026/27 Budget and MTFS report is published in February.

Identifying and Delivery of Budget Reductions

15.9 This report includes details of the new savings, pressures and capital investment which Cabinet is recommended to commence consultation on. The net impact of these on the 2026/27 Budget projections has not been significant however, with a large previously agreed savings programme already agreed in previous planning periods, the focus for officers is firmly on getting these delivered fully and at pace.

15.10 The Council has reviewed its delivery of existing savings. Despite the additional focus that the finance recovery programme can provide, non-delivery remains a key risk for the authority. To mitigate this as far as possible, previous delivery plans are being reviewed, resources are being re-directed where possible.

15.11 Through the Value for Money Risk Assessments and in line with prior year work, the external auditors KPMG have highlighted for 2024/25 that the council has weaknesses in its processes in place to identify or monitor sufficient savings schemes to achieve a sustainable financial position. The

Value for Money Risk Assessment report will be presented to Audit Committee on the 10th of November. Improvements have been put in place for 2025/26.

15.12 With the lack of significant new saving proposals identified, ongoing reliance on EFS is required, at least for 2026/27 and as highlighted above, must be considered likely to be required on an ongoing basis.

North London Waste Authority

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

Reserves and Contingency

15.14 The Councils corporate contingency budget for 2026/27 is currently assumed at £25m, an increase of £15m on 2025/26. This is to provide further scope to deal with any under forecast or new pressures which emerge after the budget is set. The General Fund reserve is expected to be maintained at £15.2m. A forensic review of current reserve balances has been undertaken and the outcome of this will be included in the 2025/26 Quarter 2 budget update report to Cabinet. Any sums identified as available to release will be required to offset the 2025/26 forecast overspend.

15.15 Any use of reserves to balance the budget next year is not a viable option. The current MTFS assumes a planned annual replenishment of reserves to a more sustainable level from 2027/28. Replenishment means making an annual contribution to reserves included in the budget agreed in March each year. This figure is currently set at £3m.

15.16 Until the outcome of the recent review of reserve balances has concluded revised forecasts cannot be provided and therefore, the forecasts provided in the 15 July report remain the latest. This will be updated for the Budget report to Cabinet in February 2026. As outlined above, any identified useable balances from the review will need to be used to offset 2025/26 overspend.

16 Consultation and Scrutiny

16.1 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents and businesses on the draft budget and the proposals within it.

16.2 This consultation and engagement exercise will begin following the Call In period and will conclude in January 2026. The results will be shared with Cabinet so they can be taken into consideration in the setting of the final budget and the implementation of budget decisions.

16.3 There remains a significant budget gap for 2026 and work will continue until February 2026 particularly in refining estimated budget pressures, delivering efficiencies and management actions and also the impact of any government announcements on funding.

16.4 The consultation will focus on proposals which most directly impact residents and will allow responders to share how they believe they will be impacted and also any ideas they have for ways the council might bridge the budget gap.

16.5 Statutory consultation with businesses and engagement with partners will also take place during this period and any feedback will be considered and, where agreed, incorporated into the final February 2025 report.

16.6 Additionally, the Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Scrutiny Panels and Overview and Scrutiny Committee from November to January. The Overview and Scrutiny Committee will then meet in January 2026 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 2026.

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

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

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

18 Carbon and Climate Change

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

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

Finance

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

19.2 Ensuring the robustness of the Council's 2026/27 budget and its MTFS 2026/27 – 2030/31 is a key function for the Council's Section 151 Officer (CFO). This includes ensuring that the budget proposals are realistic and deliverable. As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.

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

Procurement

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

Director of Legal & Governance

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

19.6 The Local Government Finance Act 1992 places a statutory duty on local authorities to produce a balanced budget each financial year. The Local Government Act 2003 requires the Chief Financial Officer of the authority to report to it on the robustness of the estimates made and the adequacy of the proposed financial reserves.

19.7 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.

19.8 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.

19.9 The report proposes new savings proposals for the financial year 2026/27, which the council will be required to consult upon and ensure that it complies with the public sector equality duty.

Equality

19.10 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.

19.11 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.

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

19.13 This report details the agreed budget proposals for 2026/27 and MTFS to 2030/31, including budget adjustments and capital proposals.

19.14 The proposed recommendation is for Cabinet to note the budget proposals and agree to commence consultation with residents, businesses, partners, staff and other groups on the 2026/27 Budget and MTFS. The decision is recommended to comply with the statutory requirement to set a balanced budget for 2026/27 and to ensure the Council's finances on a medium-term basis are secured through the four-year Medium-Term Financial Strategy.

19.15 Existing inequalities have widened in the borough in recent years because of the COVID-19 pandemic, national economic challenges, and persistently high inflation, with adverse impacts experienced by protected groups across many health and socioeconomic outcomes. Due to high inflation in the last few years, many residents are finding themselves less well off financially and more are experiencing, or on the periphery of, financial hardship and absolute poverty. Greater socioeconomic challenge in the borough drives demand for the Council’s services, which is reflected in the impacts on spend for adult social care, children’s services and temporary accommodation detailed elsewhere in this report.

19.16 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.

19.17 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 2026.

19.18 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.

19.19 Initial Equality Impact Assessments for relevant savings proposals will be published in February 2026 and reflect feedback regarding potential equality impacts gathered during the consultation, where proposals are included. If a risk of disproportionate adverse impact for any protected group is identified, consideration will be given to measures that would prevent or mitigate that impact. Final EQIAs will be published alongside decisions on specific proposals. Where there are existing proposals on which decisions have already been taken, existing Equalities Impacts Assessments will be signposted.

20 Use of Appendices

Appendix 1 – Children's New and existing budget proposals 2026/27 +
Appendix 2 – Adults Housing and Health New and existing budget proposals 2026/27 +
Appendix 3 - Environment & Resident Experience New and existing budget proposals 2026/27 +
Appendix 4 **-** Culture, Strategy & Communities New and existing budget proposals 2026/27 +
Appendix 5 - Finance and Resources New and existing budget proposals 2026/27 +
Appendix 6 - Corporate New and existing budget proposals 2026/27 +
Clarification Note 03.11.2025

21 Background papers

2026/27 Budget and 2026/2031 MTFS 15 July 2025 – Cabinet report

Appendix 1 – Childrens and Young People Directorate

1.1. The Children and young people's Directorate includes all services for children and young people, including those looked after, early help and intervention, youth provision, education services and support for those with SEND.

1.2. The estimated additional budget requirement for the Children's Directorate in 2026/27 is £6.1m as presented in the table below consisting of £4.3m of previously agreed proposals and £1.8m of new proposals, details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £10.6m, however, it should be noted that work to model demand pressures from 20027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. The updated MTFS for the period from 2027/28 onwards will be included in the final budget report to Cabinet in February 2026.

Directorate Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets *	**69,469**	**75,600**	**76,906**	**78,443**	**80,123**	**380,542**
Previously Agreed Budget Pressures and Savings	4,306	1,407	1,722	1,680	0	**9,115**
New Pressures	2,152	0	(165)	0	0	**1,987**
New Savings	(327)	(101)	(20)	0	0	**(448)**
New Management Actions	0	0	0	0	0	**0**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**6,131**	**1,307**	**1,537**	**1,680**	**0**	**10,654**
Proposed Revised Budget	**75,600**	**76,906**	**78,443**	**80,123**	**80,123**	**391,196**
**** Based on Draft Budgets***						

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £2.2m of proposed new budget pressures have been identified across 2026/27 to 2030/31 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Continuation funding for running costs for Rising Green Youth Hub	165		(165)			**0**	**CYP**
Families First Partnership Programme	1,436					**1,436**	**CYP**
Additional staffing to support increase in requests for subject access records	123					**123**	**CYP**
Additional staffing to support SEND tribunals, mediations and complaints	215					**215**	**CYP**
Additional staffing to review direct payments	213					**213**	**CYP**
Total	**2,152**	**0**	**(165)**	**0**	**0**	**1,987**	

1.5. The Rising Green Youth Hub staffing costs of £165,000 has been previously met through the use of grant and reserves which is due to end in March 2026. In September, Cabinet agreed the continuation of extending the lease for Rising Green. If budgets for the running costs from April 2026 are not secured, the Council will still be liable for the rental and associated costs for April and May 2026 alongside dilapidation costs which are unknown at this stage.

1.6. The Families First Partnership Programme pressure relates to the replacement of a 2025/26 grant which was originally passported to the Council as a Section 31 Grant in the 2025/26 settlement, but subsequent guidance has been issued by DfE confirming grant conditions and new service requirements.

1.7. Under the Data Protection Act 2018, individuals have the right to request access to their personal data through Subject Access Requests (SARs), which must be responded to within one month unless extended due to complexity. Due to a sharp rise in SARs and increasing case complexity, the current team is under-resourced, prompting a proposal to add three staff members costing £123,000 to meet demand and maintain compliance.

1.8. Tribunal appeals and mediation cases in Haringey have risen sharply over the past three years, placing significant strain on the single Dispute Resolution Officer and exceeding acceptable caseload levels compared to neighbouring boroughs. To reduce financial pressures and improve outcomes, there is a need to increase staff capacity within the SEND service with a budget pressure of £215,000, which will support cases being resolved earlier.

1.9. As part of the process of reviewing direct payments, there is a statutory duty to annually review support to disabled children and identify whether needs remain the same. The service has not had the capacity to deliver either the social work aspect of the task or the financial audit function and a small social work team of 3 will be put in place to review between 300-330 short break packages. This entails reviewing children's support plans, needs and completing the audit on spending of personal budgets. The cost of the small social worker team is bringing a pressure of £213,000 to the budget.

2026/27 Proposed New Budget Savings

1.10. £0.448m of proposed new budget savings have been identified across 2026/27 to 2030/31, of which £0.327m is identified in 2026/27 and summarised in the table below.

1.11. Copies of the detailed proposals are included in Appendix 1a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 1a
Care Leavers Accommodation	(237)	(31)				(268)	1
Introducing specialist foster carer allowances to attract more foster carers	(90)	(70)	(20)			(180)	2
Total	**(327)**	**(101)**	**(20)**	**0**	**0**	**(448)**	

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)	2025/26 - 30/31 Total (£'000)	Appendix 1b
Children's Services	**15,064**	**19,493**	**14,098**	**5,031**	**5,031**	**-**	**43,653**	**58,716**	
ADDITIONS / NEW SCHEMES									
School Conditions Surveys – the completion of these surveys will determine the essential investment required	0	230					**230**	**230**	1
Schools Capital Programme – immediate essential repairs for 8 schools (6 primary and 2 secondary) can't be contained within existing programme	0	2,902	2,902	2,902	2,902	2,902	**14,512**	**14,512**	2
	0	**3,132**	**2,902**	**2,902**	**2,902**	**2,902**	**14,742**	**14,742**	
DELETION / REDUCTION									
In borough children's respite facility		(2,630)	(2,630)				**(5,260)**	**(5,260)**	
	0	**(2,630)**	**(2,630)**	**0**	**0**	**0**	**(5,260)**	**(5,260)**	
Revised Children's Services	**15,064**	**19,995**	**14,370**	**7,933**	**7,933**	**2,902**	**53,135**	**68,198**	

1.12. Details of the proposed new schemes are set out in Appendix 1b. There is one scheme that is proposed for reduction:

In borough Children's respite facility – the original budget is based on the development of a new in borough respite facility. However, this is not progressing as planned and instead the service are developing a range of alternative initiatives that will require a budget of £900,000 to be retained but that £5.260m can be removed from the programme.

Appendix 2 – Adults Housing and Health Directorate

Adults Social Care

1.1. The Adults, Housing and Health Directorate includes Adult Social Care services, temporary accommodation and housing demand (funded through the General fund) and public health. This report and the detail set out in this appendix excludes the Housing Revenue Account, of which the Business Plan will be presented to Cabinet in December.

1.2. The estimated additional budget requirement for the Adult and Social Services Directorate in 2026/27 is £14.9m as presented in the table below consisting of £5.6m of previously agreed proposals and £9.3m of new proposals. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £31.5m however, it should be noted that work to model demand pressures from 20027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. The updated MTFS for the period from 2027/28 onwards will be included in the final budget report to Cabinet in February 2026.

Directorate Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**98,483**	**113,406**	**118,259**	**123,064**	**129,984**	**583,196**
Previously Agreed Budget Pressures and Savings	5,590	5,521	5,280	6,920	0	**23,311**
New Pressures	10,600	0	0	0	0	**10,600**
New Savings	(909)	0	0	0	0	**(909)**
New Management Actions	(358)	(668)	(475)	0	0	**(1,501)**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**14,923**	**4,853**	**4,805**	**6,920**	**0**	**31,501**
Proposed Revised Budget	**113,406**	**118,259**	**123,064**	**129,984**	**129,984**	**614,697**

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £10.6m of proposed new budget pressures have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Placement demand pressures + inflation assumed at 4%	7,000					**7,000**	**A&H**
Adult Social Care Staffing cost pressure	3,600					**3,600**	**A&H**
Total	**10,600**					**10,600**	

1.5. Based on current modelling, the number of adults receiving care packages is projected to rise across all primary need categories by March 2027, with financial planning incorporating a 4% price inflation assumption for 2026/27. Within this inflation assumption it is projected that the number of Older Adults with a Physical Disability primary need will increase from 1,578 to 1,704 by March 2027. For Younger Adults (18-64) with a Learning Disabilities primary need the increase from a baseline of 734 is expected to reach 772 by March 2027. For those with a Mental Health primary need, an increase from 452 to 498 at March 2027 is expected and for those with a Physical Disability primary need, an increase from 615 to 787 by March 2027.

1.6. Adult Social Care (ASC) in Haringey is managing a £3.6 million staffing cost pressure, driven by rising demand and increasingly complex care needs, particularly among older and younger adults. Mitigation efforts include strategic vacancy management, recruitment delays in non-frontline roles, and optimising funding streams, while future plans focus on redesigning the operating model, enhancing digital triage, and ensuring the right workforce mix. Without securing this funding, adult social care risks breaching its statutory duties under the Care Act 2014, which could lead to growing backlogs in assessments and reviews, impacting vulnerable residents.

2026/27 Proposed New Budget Savings

1.7. £1.2m of proposed new budget reductions have been identified across 2026/27 to 2030/31 with £1.0m identified in 2026/27 and summarised in the table below.

1.8. Copies of the detailed proposals are included in Appendix 2a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 2a	O&S Panel
Review of Adult Social Care Charging Policy and strengthening financial assessment	(909)	-				(909)	1	**A&H**
Total	**(909)**					**(909)**		

Housing Demand (including Temporary Accommodation)

1.9. The estimated additional budget requirement for Housing Demand in 2026/27 is £13.2m as presented in the table below consisting of £3.4m of previously agreed proposals and £9.9m of new proposals. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £15.3m, however, it should be noted that work to model demand pressures from 20027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. The updated MTFS for the period from 2027/28 onwards will be included in the final budget report to Cabinet in February 2026.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Starting Budgets	**25,792**	**39,032**	**39,055**	**40,543**	**41,053**	**185,475**
Previously Agreed Budget Proposals	3,371	700	2,000	1,000	0	**7,071**
New Pressures	10,854	0	0	0	0	**10,854**
New Savings	(850)	(542)	(512)	(490)	0	**(2,394)**
New Management Actions	0	0	0	0	0	**0**
New Government & Other Funding Changes	(135)	(135)	0	0	0	**(270)**
Total Proposed Changes	**13,240**	**23**	**1,488**	**510**	**0**	**15,261**
Proposed Revised Budget	**39,032**	**39,055**	**40,543**	**41,053**	**41,053**	**200,736**

1.10. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.11. £9.9m of proposed new budget pressures have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Housing Demand (demand and price pressure)	9,902					9,902	HP&D
Total	**9,902**					**9,902**	

1.12. The Council is facing rising Temporary Accommodation (TA) costs of £8.5m, driven by an 18–19% annual increase in Nightly Paid Accommodation (NPA) spend, reduced availability of Private Sector Leased (PSL) and council-owned properties, and market pressures that have led to landlords to withdraw properties. Additional budget pressures include a £262,000 overspend on legal recharges due to reliance on external services, and an increased Bad Debt Provision aligned with ambitious rent collection targets following recent rent increases.

2026/27 Proposed New Budget Savings

1.13. £0.3m of proposed new budget reductions have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below and set out in full in the separate Appendix Pack.

1.14. Copies of the detailed proposals are included in Appendix 2b.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 2b	O&S Panel
Reduction in contracts in Floating Support Contract	(257)					(257)	1	HP&D

Total	**(257)**					**(257)**		

2026/27 Invest to Save Proposals 2026/27

1.15. £1.0m of investment is required to provide proposed reductions of £2.1m across 2026/27 to 2030/31 as summarised in the table below

Description	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000s**	**2030/31 £000s**	**Total £'000**	**Appen dix 2c**	**O&S Panel**
Incentive payments to increase and retain PSL stock for use as Temporary Accommodation	952					952	2	HP&D
Incentive payments to increase and retain PSL stock for use as Temporary Accommodation	(593)	(542)	(512)	(490)	0	(2,137)	2	HP&D
Total	**359**	**(542)**	**(512)**	**(490**	**0**	**(1,185)**		

1.16. The Council has experienced a steady decline in Private Sector Leasing (PSL) properties for Temporary Accommodation due to rising market rents and increased competition from other boroughs. To address this, a proposed landlord incentive scheme aims to retain and grow PSL stock, reducing reliance on costly nightly paid and B&B accommodation. While this would result in a short-term increase in expenditure in 2026/27, it is projected to deliver significant cost avoidance in future years, forming part of a broader PSL Retention Strategy.

1.17. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	O&S Panel
Adults, Housing & Health	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	**(£'000)**	
ADDITIONS / NEW SCHEMES									
	0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
DELETION / REDUCTION									
Locality Hub		(501)					**(501)**	**(501)**	**A&H**
	0	**(501)**	**0**	**0**	**0**	**0**	**(501)**	**(501)**	
Revised Adults, Housing & Health	**9,653**	**7,527**	**2,377**	**2,200**	**2,200**	**0**	**14,304**	**23,957**	

1.18. There are no proposed new schemes for the Adults, Housing and Health Directorate. There is one scheme that is proposed for reduction.

1.19. Locality Hubs - the original budget is based on the development of community and locality hubs across the borough. There was a decision not to progress these in the March 2025 budget report but some budget was required for the costs related to the Northumberland Resource Centre. Any costs to the General Fund have been incurred and the remaining budget can be removed from the capital programme.

Appendix 3 – Environment & Resident Experience Directorate

1.1. The Environment and Resident Experience Directorate covers a range of services that are used by all of the boroughs residents and visitors, including, waste services, roads and transport, planning and building control, leisure centres and customer services. Council Tax, Business Rates and benefits are also managed within this directorate.

1.2. The estimated reduced budget requirement for the Environment and Resident Experience Directorate in 2026/27 is £0.9m as presented in the table below consisting of a reduction of £2.0m of previously agreed proposals and £1.1m of new proposals. Details of the new proposals are provided in the sections below. The total estimated reduction in budget requirement across 2026/27 to 2030/31 is £4.8m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**12,393**	**11,509**	**10,974**	**7,838**	**7,588**	**50,304**
Previously Agreed Budget Pressures and Savings	(1,963)	(1,372)	(2,886)	0	0	**(6,221)**
New Pressures	1,275	803	0	0	0	**2,078**
New Savings	(161)	0	(250)	(250)	0	**(661)**
New Management Actions	(34)	34	0	0	0	**0**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**(883)**	**(535)**	**(3,136)**	**(250)**	**0**	**(4,804)**
Proposed Revised Budget	**11,509**	**10,974**	**7,838**	**7,588**	**7,588**	**45,499**

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £2.1m of proposed new budget pressures have been identified across 2026/27 to 2030/31, £1.3m identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Increase in Bad Debt Provision against shortfall in court cost recovery	136					136	O&S
Ongoing pressures relating to Housing Benefit overpayments.	1,127	803				1,930	O&S
Total	**1,263**	**803**				**2,066**	

1.5. There is a budget increase of £136,000 needed to address a recurring shortfall in court cost income, which has consistently fallen below the longstanding budget assumption of £1.35m income. This gap is driven by failure to set the fees at a high enough level to meet the income target, which is corrected in the fees proposed for 2026/27. Therefore this pressure will remain only if the proposed increase in fees that are being considered by Cabinet in December are not approved.

1.6. An additional £1.13m is required for the 2026/27 benefits expenditure budget to cover unavoidable statutory costs, including pressures from Supported Exempt Accommodation, bad debt provision, and reduced Housing Benefit overpayment recovery due to Universal Credit migration. These costs are mandated by law and cannot be avoided. Without this adjustment, the Council faces a forecasted overspend of £1.13 million, and the previously planned £1 million saving will not be achievable. The funding ensures continued service delivery and aligns the budget with realistic demand.

2026/27 Proposed New Budget Savings

1.7. £0.6m of proposed new budget savings have been identified across 2026/27 to 2030/31 with £0.1m identified in 2026/27 and summarised in the table below.

1.8. Copies of the detailed proposals are included in Appendix 3a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 3a	O&S Panel
Leisure Commercialisation			(250)	(250)		(500)	1	CCSE
CCTV income generation	(48)					(48)	2	CCSE
Optimised environmental enforcement	(50)					(50)	3	CCSE
Total	**(98)**		**(250)**	**(250)**		**(598)**		

2026/27 Proposed Invest to Save Proposals

1.9. £12,000 of investment is required to provide proposed reductions of £63,000 in 2026/27 as summarised in the table below.

Title	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 £000s	Total £'000	Appendix 3a	O&S Panel
Digital on-boarding push	(63)					(63)	4	O&S
Digital on-boarding push	12					12	4	O&S
Total	**(51)**	**0**	**0**	**0**	**0**	**(51)**		

1.10. A targeted campaign is proposed to increase e-billing uptake among Council Tax account holders, aiming to reduce printing and postage costs and improve digital engagement. With nearly 80,000 email addresses on file not currently using e-billing, a 40% uptake could save approximately £39,800 annually. The £12,000 campaign—delivered in partnership with CAM and supported by Haringey Comms—will promote self-service and automation, reduce administrative pressure, and align with corporate priorities around resident experience and digital transformation.

1.11. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	Appendix 3b	O&S Panel
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	
Environment & Resident Experience	**26,551**	**22,316**	**41,104**	**15,827**	**10,880**	**0**	**90,126**	**116,677**		
ADDITIONS / NEW SCHEMES										
Moselle Brook - The Moselle culvert plays a critical role managing surface water flooding. Partial collapse of the culvert in 2024 requires urgency permanent works.	0	1,100					**1,100**	**1,100**	1	CCSE
Waste Management - Fleet purchase & infrastructure works in watermead way		23,751	1,714				**25,465**	**25,465**	n/a	CCSE
Tree Planting		157	217	253.0	259	264	**1,149**	**1,149**	2	CCSE
	0	**25,008**	**1,931**	**253**	**259**	**264**	**27,714**	**27,714**		

DELETION / REDUCTION										
Waste Management - Fleet purchase & infrastructure works in watermead way		(2,023)	(23,077)				**(25,100)**	**(25,100)**		CCSE
Clean air school zones		(400)					**(400)**	**(400)**		CCSE
	0	**(2,423)**	**(23,077)**	**0**	**0**	**0**	**(25,500)**	**(25,500)**		
Revised Environment & Resident Experience	**26,551**	**44,901**	**19,958**	**16,080**	**11,139**	**263.8**	**92,340**	**118,891**		

1.12. Details of the proposed new schemes are set out in Appendix 3b. There are two schemes that are proposed for reduction and one which is included in the existing programme but the budget is required to be brought forward into 2026/27.

1.13. Waste Fleet – This budget was included in the capital programme for 2027/28 when the programme was agreed in March 2025. However, the new waste contract will commence in April 2027 and therefore, if following the outcome of the tender it is more cost effective for the Council the purchase the vehicles than leasing, this will now be required in 2026/27 to ensure they are available and fully operational for the start of the new contract.

1.14. Clean Air School Zones – The budget each year for this initiative is £400,000. However, given the Council’s financial position, this is not considered essential and therefore it is proposed to delay any new zones in 2026/27 as a one off and review this initiative again in 2027/28.

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Appendix 4 – Culture, Strategy & Communities Directorate

1.1. The Culture, Strategy and Communities Directorate includes libraries and cultural services, placemaking and regeneration, business support, as well as corporate services of human resources, legal services and policy and communications.

1.2. The estimated additional budget requirement for the Culture, Strategy and Communities Directorate in 2026/27 is £1.7m as presented in the table below consisting of an increase in £0.3m of previously agreed proposals and £1.4m of new proposals. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £1.1m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**16,684**	**18,402**	**17,002**	**16,845**	**16,743**	**85,674**
Previously Agreed Budget Pressures and Savings	289	(627)	(102)	23	0	**(417)**
New Pressures	1,655	(619)	75	75	1,230	**2,416**
New Savings	(100)	0	0	0	0	**(100)**
New Management Actions	(126)	(154)	(130)	(200)	(200)	**(810)**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**1,718**	**(1,400)**	**(157)**	**(102)**	**1,030**	**1,089**
Proposed Revised Budget	**18,402**	**17,002**	**16,845**	**16,743**	**17,773**	**86,763**

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £3.3m of proposed new budget pressures have been identified across 2026/27 to 2030/31, consisting of £2.0m in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
2026 election costs.	680	(680)			1,230	**1,230**	**O&S**
Removal of unachievable advertising income targets	200					**200**	**O&S**
Correction to Human Resources charge to the Housing Revenue Account	150	75	75	75		**375**	**O&S**
Wood Green budget pressures	580					**580**	**HP&D**
Pressure in libraries staffing budget following revised council policy on weekend pay	45	(14)				**31**	**CCSE**
Total	**1,655**	**(619)**	**75**	**75**	**1,230**	**2,416**	

1.5. Haringey Council faces a statutory, time-limited budget pressure of approximately £1.23 million to deliver the May 2026 borough elections, driven by increased costs for staffing, voter ID implementation, Royal Mail charges, and relocating the count to Alexandra Palace. Without sufficient funding—beyond the £550,000 currently allocated—the Returning Officer risks breaching legal duties, compromising election validity and damaging the Council's reputation.

1.6. Over the years, income targets for the communications team have been increasingly stretched, reaching £770,000 for 2024/25 and 2025/26. Despite efforts, including hiring an extra staff member for six months—only £400,000 was achieved last year. For 2026/27, a more realistic target of £550,000 is proposed, factoring in new revenue from the River Park House advertising hoarding. This adjustment is necessary as the main resource for developing new commercial opportunities is currently focused on the Income Generation MTFS project, which also has demanding targets. Therefore, the communications income target is to be reduced to £550,000 for 2026/27 and beyond.

1.7. The Human Resources budget is under increasing pressure due to a shift in funding proportions between the General Fund and the Housing Revenue Account (HRA), driven by changes in staff headcount. As the number of HRA-funded roles decline, the HRA contribution has dropped from approximately 24% to 21%, with further reductions expected. This shift, combined with overall headcount growth, has made previous budget management strategies unsustainable, necessitating an increase in General Fund support to maintain current service levels.

1.8. The capital budget for Wood Green in 2026/27 is approximately £2.7m, with no allocation beyond that year. This budget is uncommitted and includes £500,000 for capitalised salaries, which—if redirected as savings—could create a revenue pressure due to changes in capitalisation protocols. Additionally, the Placemaking team faces further pressures from the loss of external funding for a key role and an unresolved £80,000 savings target, potentially impacting the council's ability to deliver on community development commitments under the Haringey Deal.

1.9. A final-stage review of library operations has introduced a staff restructure, coinciding with the insourcing of leisure services to Haringey Council in 2025. As part of this transition, weekend pay enhancements were extended to library staff working exclusively weekends, aligning with leisure colleagues and standardising pay policy across the Council. This policy-driven change has created a projected salary pressure of £78,000, including ongoing enhancements, back pay, and pay protection. While mitigation options are being explored, the service has already delivered significant savings through restructuring, limiting further flexibility.

2026/27 Proposed New Budget Savings

1.10. £0.1m of proposed new budget savings have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

1.11. Copies of the detailed proposals are included in Appendix 4a.

Description	**2026/27 (£'000)**	**2027/28 (£'000)**	**2028/29 (£'000)**	**2029/30 (£'000)**	**2030/31 (£'000)**	**Total (£'000)**	**Appendix 4a**	**O&S Panel**
Reduce Business Support Service	(100)					(100)	1	O&S
Total	**(100)**					**(100)**		

1.12. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	Appendix 4b	O&S Panel
Culture, Strategy & Communities	**56,486**	**106,735**	**53,836**	**39,079**	**87,600**	**0**	**287,251**	**343,737**		
ADDITIONS / NEW SCHEMES										
Alexandra Palace - Panarama Room		3,000	500				**3,500**	**3,500**	n/a	**CCSE**
Investment in Mothergrid and Stage		1,500					**1,500**	**1,500**	n/a	**CCSE**
	0	**4,500**	**500**	**0**	**0**	**0**	**5,000**	**5,000**		
DELETION / REDUCTION										
Alexandra Palace Invest to earn	(1,628)	(1,128)	(1,356)				**(2,484)**	**(4,112)**		**CCSE**
Change in funding assumptions for Wood Green and Tottenham reducing Council resources but not change in project outcomes		(2,100)					**(2,100)**	**(2,100)**		**HP&D**
	(1,628)	**(3,228)**	**(1,356)**	**0**	**0**	**0**	**(4,584)**	**(6,212)**		
Revised Culture, Strategy & Communities	**54,858**	**108,007**	**52,980**	**39,079**	**87,600**	**0**	**287,667**	**342,525**		

1.13. There are two new proposed schemes within Culture, Strategy and Communities Directorate. Both of these relate to Alexandra Palace and will put the much needed investment into the Panorama Room which hosts the darts competition and protect these arrangements as well as investment into wider infrastructure needed to support concerts and events and allow competition with other major event venues in the capital. The £5m capital investment will be through the form of a loan to Alexandra Palace and will be repaid in full but is essential to support their income generation strategy and protect their financial position.

1.14. There are no schemes proposed for removal from the programme but a review of the schemes that will invest into Wood Green and Tottenham has identified an opportunity to maximise grant funding and reduce council resources allocated, whilst also protecting the project outcomes. This will reduce the Council's borrowing requirement.

Appendix 5 – Finance and Resources Directorate

1.1. The Finance and Resources Directorate includes a range of corporate services, including, financial management, strategic procurement, internal audit, fraud and risk management and digital services and change management. Also managed through this directorate is corporate property and capital projects delivery, including the new homes programme.

1.2. The estimated additional budget requirement for the Finance and Resources Directorate in 2026/27 is £1.4m as presented in the table below consisting of a reduction in £0.4m of previously agreed proposal reductions and £1.8m of new proposals. Details of the new proposals is provided in the sections below. The total estimated reduced budget requirement across 2026/27 to 2030/31 is a reduction of £4.8m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**69,308**	**70,678**	**67,418**	**64,533**	**64,533**	**336,471**
Previously Agreed Budget Pressures and Savings	(380)	(3,260)	(2,885)	0	0	**(6,525)**
New Pressures	1,750	0	0	0	0	**1,750**
New Savings	0	0	0	0	0	**0**
New Management Actions	0	0	0	0	0	**0**
New Government & Other Funding Changes	0	0	0	0	0	**0**
Total Proposed Changes	**1,370**	**(3,260)**	**(2,885)**	**0**	**0**	**(4,775)**
Proposed Revised Budget	**70,678**	**67,418**	**64,533**	**64,533**	**64,533**	**331,696**

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.4. £1.8m of proposed new budget pressures have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Implementation of the Corporate Landlord Model which has identified pressures relating to business rates and utility bills.	1,750					1,750	O&S
Total	**1,750**					**1,750**	

1.5. The implementation of the corporate property model has highlighted a long-standing, unfunded pressure from property-related costs. A detailed review of in-year spend up to Quarter 1 of 2025/26 confirms a significant baseline need, driven by rising NNDR, utilities, security, and maintenance costs. Without additional funding, essential public buildings—including sports centres and children's centres face potential closure. There is further work to be done during the remainder of 2025/26 to understand how these costs have previously been funded and to look at the transfer of the associated income from service budgets. However, this is unlikely to fully mitigate this emerging pressure and a long-term mitigation will rely on the Asset Management Plan and capital investment to modernise and reduce operating costs.

1.6. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	O&S Panel
Finance & Resources	**29,025**	**18,380**	**11,029**	**5,583**	**0**	**0**	**34,992**	**64,018**	
ADDITIONS / NEW SCHEMES									
	0	0	0	0	0	0			
	0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
DELETION / REDUCTION									
Reduction in Digital Schemes		(1,160)					(1,160)	(1,160)	O&S
Revised Finance & Resources	**29,025**	**17,220**	**11,029**	**5,583**	**0**	**0**	**33,832**	**62,858**	

1.7. There are no new capital schemes proposed for the Finance and Resources Directorate but one proposed for reduction.

1.8. Digital Schemes – Following a review of all the individual schemes in the current programme related to investment into digital tools and technology, it has been identified that the budget for 2026/27 can be reduced through efficiencies without impacting of the digital improvements that are required. There is now a detail plan underpinning this revised budget for 2026/27.

Appendix 6 – Corporate Budgets

1.1. The estimated additional requirement for corporate budgets in 2026/27 is £20.7m as presented in the table below consisting of £25.8m of previously agreed proposals and £5.1m of new proposed reductions. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £143.6m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**37,611**	**58,353**	**89,856**	**122,638**	**157,992**	**466,449**
Previously Agreed Budget Proposals	25,802	17,831	23,057	29,303	0	**95,993**
New Pressures	1,773	14,997	14,898	14,777	31,558	**78,005**
New Savings	0	0	0	0	0	**0**
New Management Actions	(4,110)	(60)	0	0	0	**(4,170)**
New Government & Other Funding Changes	(2,723)	(1,266)	(5,173)	(8,726)	(8,344)	**(26,233)**
Total Proposed Changes	**20,742**	**31,503**	**32,782**	**35,354**	**23,214**	**143,595**
Proposed Revised Budget	**58,353**	**89,856**	**122,638**	**157,992**	**181,206**	**610,043**

1.2. The current assumption is that the £6.4m of cross cutting savings approved in March 2025 for the year 2026/27 and £9.9m across 2026/27 to 2030/31 will be reallocated out to directorates and delivered in full. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

2026/27 Proposed New Budget Pressures

1.3. £78.0m of proposed new budget pressures have been identified across 2026/27 to 2030/31, £1.8m identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Increased General Contingency to mitigate future unknown pressures	5,240	15,000	15,000	15,000	10,000	**60,240**	**O&S**
Revised Pay inflation provision	71	1,574	636	561	4,337	**7,178**	**O&S**
Revised Non-Pay inflation provision	(1,303)	(586)	547	550	1,583	**791**	**O&S**
Revised NLWA and other levies 2.5% inflation continuation*	(3,231)	(1,020)	(990)	(959)	7,312	**1,112**	**O&S**
Concessionary Fares 2.5% inflation continuation	978	(201)	(356)	(468)	8,166	**8,119**	**O&S**
Bank Charges 2.5% inflation continuation	(2)	19	39	60	105	**220**	**O&S**
Subscriptions 2.5% inflation continuation	(70)	(59)	(48)	(38)	(15)	**(231)**	**O&S**
Pension assumptions	90	271	71	71	71	**375**	**O&S**
Total	**1,773**	**14,997**	**14,898**	**14,777**	**31,558**	**78,005**	
* Based on latest NLWA forecast							

The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	Appendix 6b	O&S Panel
Corporate Items	**47,256**	**5,000**	**0**	**0**	**0**	**0**	**5,000**	**52,256**		
Exceptional Financial Support[1]	37,000						**0**	**37,000**		**O&S Cttee**
Contingency	10,256	5,000					**5,000**	**15,256**		**O&S Cttee**
Revised Corporate Items	**47,256**	**5,000**	**0**	**0**	**0**	**0**	**5,000**	**52,256**		

[1] This excludes any new requirement for EFS in 2026/27 onwards

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Haringey LONDON

Saving Proposal

Business Planning / MTFS Proposal 2026-2031

Ref: Appendix 1a.1

Title of Proposal:	Final Savings Care Leavers Accommodation		
Directorate	**Children's Services**	**Responsible Director:**	Dionne Thomas
Cabinet Member	**Zena Brabazon**	**Scrutiny Committee**	Children & Young People Scrutiny Panel
Affected Service:	Children's Services	**Contact / Lead Officer:**	Emma Cummergen

Value of the budget	
Type of Saving	Efficiency

-11 in-house units for Haringey care leavers.
-Wraparound support and life-skills training delivered by a commissioned provider.
-Affordable rent set at London Affordable Rent (£206.87/week), fully covered by housing benefit.

Financial Impact and Savings
Capital investment: £35,000 (furnishing, repairs, meters, office setup).
Cost avoidance: £21,545 per placement annually.
Total savings: Up to £267,944 assuming 80% occupancy.

Delivery Plan
Secure capital and refurbish flats.
Match eligible care leavers through the Young Adults Service (YAS).
Recruit staff or procure a single provider for support services.

Additional Benefits
Centralised support improves outcomes and stability.
Reduces reliance on costly, fragmented external placements.
Supports smoother transitions to independence, with Band A housing priority post-placement.
Potential to expand into shared accommodation for post-training progression.

This "invest to save" model aligns with statutory duties to support care leavers and offers a sustainable, local solution to rising supported accommodation costs.

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
New net additional savings	(237)	(31)	0	0	0	(268)

Initial One-Off Investment Capital Costs	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
Total						

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

Add in FTE (post) number changes by year (both additions and deletions)	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total FTEs
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	Yes	**Details**	Will be part of overall procurement to current providers if this option is pursued
Are there any other interdependencies?	Yes	**Details**	Refer to risks highlighted below.

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	n/a	Est. completion date for implementation *DD/MM/YY*	28/02/2026
Is there an opportunity for implementation before April			

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Affordability for young people	H	L	
Cost of provision of support -			
Ability to move young people into permanent	M	M	

Has the EqIA Screening Tool been completed for this proposal? [EqIA Screening Tool]	No
What mitigations will be taken to minimise negative equality impacts (if relevant)?	TBC once EQIA is completed
Is a full EqIA required?	

Haringey LONDON

Saving Proposal — **Business Planning / MTFS Proposal 2026-2031** — **Ref: Appendix 1a.2**

Title of Proposal:	Introducing specialist foster carer allowances to attract more foster carers		
Directorate	**Children's Services**	**Responsible**	Dionne Thomas
Cabinet Member	**Zena Brabazon**	**Scrutiny Committee**	Children & Young People Scrutiny Panel
Affected Service:	Children's Services	**Contact / Lead Officer:**	Sandy Bansil

Value of the budget	
Type of Saving	Efficiency

This proposal is to introduce a structured, transparent, and equitable payment model for specialist foster carers within Haringey, aligned with the existing task-centred tier system, and supported by enhanced training and development opportunities.
Tier 1 – Enhanced SupportFor children with moderate emotional or behavioural needs.Requires consistent routines, some therapeutic input, and educational support.(£700 – £850)
Tier 2 – Intensive SupportFor children with significant trauma, attachment issues, or mild disabilities.Requires therapeutic parenting, regular multi-agency involvement, and tailored care plans.(£900 – £1,100)
Tier 3 – Complex NeedsFor children with high-level emotional, behavioural, or physical needs.Requires specialist training, 24/7 supervision, and intensive therapeutic support. Parent and child placements(£1,200 – £1,300)

The payment model is recommending that specialist carers receive between £700 and £1,300 per week, depending on the assessed needs of the child based on an agreed tier system which could be heard at Resource panel for payments over £1,000. This tiered approach ensures that payments are aligned with the complexity of care required, while also incentivising carers to develop the skills and capacity to support children with higher needs. This model aims to build a more resilient, skilled, and locally rooted fostering service that prioritises both carer wellbeing and child-centred outcomes.

Live Example of Cost Savings: Transfer from IFA to In-House Provision

In 2024, two foster carers chose to transfer from an Independent Fostering Agency (IFA) to our in-house fostering service. This transition resulted in significant cost savings for the local authority, while also ensuring continuity of care for the child.

Prior to the transfer, the weekly placement cost was £1,318.40, amounting to an annual cost of £68,556.80. Of this, the foster carers were receiving only £550 per week. Following the transfer to in-house provision, the weekly cost to for the care of this child with complex needs reduced to £700, resulting in an annual cost of £36,400.

This represents a weekly saving of £618.40 and an annual saving of £32,156.80—demonstrating the financial efficiency of investing in and retaining in-house foster carers. For the purposes of this business case the proposal is assuming £20K per saving per child per year and it is estimated that we could attract an additional 9 new foster carers over the next three years.

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
New net additional savings				0	0	(180)
	(90)	(70)	(20)			

Initial One-Off Investment Capital Costs	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total FTEs
Nos (FTEs)						-

Interdependencies

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

Link to Capital Programme

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

Indicative timescale for implementation

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

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	No
What mitigations will be taken to minimise negative equaity impacts (if relevant)?	TBC once EQIA is completed
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	

New Capital Project

Project Name request	School Estate Condition Surveys		
Sponsor	Ann Graham	Sponsoring Directorate	Children's Services
Total requested cost	£200,000 plus £30,000 contingency		

Project proposal	The maintenance of sufficient school places in suitable, safe facilities is a statutory requirement. The Council is the responsible body for 51 sites (some SEN schools have satellite units at mainstream school sites). As either landlord (for community and voluntary controlled schools) or the holder of maintenance responsibilities (for Foundation school sites), the Council is charged with ensuring buildings are safe to occupy and capable of being used to deliver the national curriculum. The Department for Education (DfE) provides the council with an annual grant, the School Condition Allocation, to assist with meeting this responsibility. In the financial year 2025/26 this is £4,819,109. The Council completed condition surveys for all schools in the period 2016-2019. This has multiple implications: Issues may have emerged that were not identifiable when the surveys were last completed and some conditions may have deteriorated. The original surveys identified c. £300m of condition need. There is an urgent need to conduct an additional review and condition survey of schools to prioritise necessary works and ensure a consistent approach to recording and maintaining data The survey programme has been broken down into phases, based on estimated need. Agreement is sought to survey only the first tranche of schools at an estimated cost of £200,000 plus a contingency of £30,000.
What are the impacts of this proposal not proceeding?	These surveys will ensure that the Council meets its obligations to manage the schools' estate to ensure the safety of site users and the prudent use of public funds to address condition priorities. Failing to survey the estate may lead to health and safety and/or potential school closure risks not being identified prior to risks being realised.

New Capital Project

Project Name request	Children's Capital Programme Funding Request		
Sponsoring Business Unit	Strategic Asset & Accommodation Management, CPP	Sponsoring Directorate	Children's Services
Total requested Cost	£13.867m additional new request (total programme £35.6m)		

Project Proposal	Provision of sufficient school places in safe, suitable teaching environments, without risk of school closure due to insufficient weatherproofing and/or failure of key infrastructure, e.g. heating. The Council has a statutory duty to provide sufficient school places in borough, with the community schools it is the responsible body for key to achieving this. The last set of condition surveys in the late 2010s identified a capital need of c. £300m. Even with investment, a significant and growing shortfall remains. The request in this Statement of Need is to meet the costs of existing known issues identified in feasibility studies completed for 6 sites in FY 2024/25. Six schools were prioritised in Financial Year 2024/25 from scheme 102 for feasibility studies. If this request for additional funding was approved, the essential works identified in those studies would be fully funded. At present the budget for the period FY 2025/26 to FY 2029/30 inclusive is £21.922m for scheme 102. The feasibility schemes identified a budget need of £30.018m in the same period, on top of an existing contractual commitment of £2.284m in the same period. This represents a total shortfall of £10.637 in the period from April 2025 to March 2030 for scheme 102. This does not include any programme level contingency for unforeseen additional projects not already included in the programme, £1m p.a. for 26/27 to 28/29 inclusive has been included to provide a contingency that could, if not spent, be offset against the next year's spend Adding in that additional £3m takes the whole request for budget 102 to £13.367m For scheme 114 it at this stage only the existing contractual commitments on the Fortismere scheme and the estimated works at Hornsey School for Girls in FY 25/26 are included in 30, Statement of Need. The existing budget for this financial year is £1.629m, while the cost of delivering Fortismere's contracted works is £1.704m, and for Hornsey School for Girls a budget of £500k has been identified as needed to meet the significant costs of electrical works, including the replacement of all distribution boards in the main school building. The issues this investment will address issues 6 primary schools and 2 secondary schools as above.
What are the impacts of this proposal not proceeding?	The Council will be unable to fulfill its statutory duty.

Haringey LONDON

Saving Proposal | **Business Planning / MTFS Proposal 2026-2031** | **Ref. Appendix 2a.1**

Title of Proposal:	Review of Adult Social Care Charging Policy and strengthening financial assessment processes		
Directorate	Adults, Housing and Health	**Responsible Director/Assistant Director:**	Jo Baty
Cabinet Member	Lucia das Nevas	**Scrutiny Committee**	Adults & Health Scrutiny Panel
Affected Service:	Adults, Health & Communities	**Contact / Lead Officer:**	Becky Cribb

Value of the budget	
Type of Saving	Income Generation

Charging policy alignment and strengthening financial assessment processes

This proposal is in two parts: Part A aims to ensure the council's charging arrangements accurately reflect the start of care provision, in line with statutory guidance and the principle of fairness. Part B proposes to improve the efficiency, timeliness, and accuracy of financial assessments, supporting both resident experience and income collection.

Part A: Under the current policy, charges are applied from the date a financial assessment is completed, rather than from the date care commences. This means that when assessments are delayed—often due to awaiting information—income for the initial period of care is not recovered, creating a structural gap between service delivery and charge collection.

Proposed Change
Amend the charging policy so that charges are applied from the date care begins, subject to appropriate safeguards for residents who experience genuine difficulty providing required information.

This approach would:
•Align the council with common practice across other local authorities
•Ensure equity between residents whose assessments are completed at different times
•Recover the full cost of care where appropriate and the reduce the financial risk posed by delaying cost recovery
Make it clear from the outset to residents whether they need to make a contribution to their care
•Improve predictability and accuracy of income forecasts.

Part B: Optimise the End-to-End financial Assessment Process
Actions include:
Reviewing and refining the assessment journey to remove duplication and clarify handovers.
Strengthening coordination between financial assessment, charging, and debt recovery functions.
Introducing clear service standards and dashboards to track performance and quality.
Increasing workforce capacity by investing in 3 additional FTEs within the financial assessment team to increase throughput, enable proactive follow-up, and provide resilience during process change. This additional capacity will ensure assessments are completed promptly and accurately, reducing delays in billing and improving overall income flow.
Proactive Income Management - Strengthening early contact protocols to prevent arrears data sharing between ASC and corporate finance to identify and addressing risks earlier.

Key Actions
Optimise the End-to-End Process
•Review and refine the assessment journey to remove duplication and clarify handovers.
•Strengthen coordination between financial assessment, charging, and debt recovery functions.
•Introduce clear service standards and dashboards to track performance and quality.
Increase Workforce Capacity
•Invest in 3 additional FTEs within the financial assessment team to increase output, enable proactive follow-up, and provide resilience during process change.
•This additional capacity will ensure assessments are completed promptly and accurately, reducing delays in billing and improving overall income flow.

Proactive Income Management
•Strengthen early contact protocols to prevent arrears
•Improve data sharing between ASC and corporate finance to identify and address risks earlier

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings (shown as negative)	(909)	0	0	0	0	(909)

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total FTEs**
Nos (FTEs)	3					3

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	No	**Details**	
Are there any other interdependencies?	No	**Details**	
Are there any other interdependencies?	Yes	**Details**	The successful implementation of the Adult Social Care Charging Policy Review is heavily reliant on several non-technical interdependencies, particularly in the areas of legal compliance, stakeholder engagement, and data analysis.

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	10/01/2026	Est. completion date for implementation *DD/MM/YY*	TBC
Is there an opportunity for implementation before April 2026?	Consultation required before March if we were to implement early.		

Risks and Mitigation

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

Risk	**Impact (H/M/L)**	**Probability (H/M/L)**	**Mitigation**

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

Haringey LONDON

Saving Proposal

Business Planning / MTFS Proposal 2026-2031

Appendix 2b.1

Title of Proposal:	Reduction in contracts in Floating Support Contract		
Directorate	Adults, Health & Communities	**Responsible**	Jahedur Rahman/Maddie Watkins
Cabinet Member	Sarah Williams	**Scrutiny Committee**	Adults & Health Scrutiny Panel
Affected Service:	Adults, Health & Communities	**Contact / Lead Officer:**	Zahra Maye

Value of the budget impacted	£734,400 (257K saving proposal) New value 477k
Type of Saving	Service Reduction

Floating support services provide targeted, person-centred housing-related support to vulnerable residents. The service delivers advice and guidance, tenancy sustainment, income maximisation, support with benefits, and signposting to relevant statutory and community services. The proposal is to deliver a 35% reduction in contract value, which will result in:

- The service will be prioritising those with the most complex needs or at the highest risk of tenancy breakdown.
- Refocusing of service model: focus on crisis intervention and short-term intensive support.
- This may result in a reduction in staffing levels but this will be aimed to be achieved through natural turnover (vacancy management) and by working with providers to align delivery with revised funding.
- Contract renegotiation with providers: engaged to identify efficiencies, redesign delivery pathways, and revise performance expectations to meet revised funding levels.

Future recommissioning from 2027: The revised model and funding envelope will inform the new service specification and procurement approach for contracts commencing in 2027.

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
New net additional savings (shown as negative)	(257)	0	0	0	0	(257)

Initial One-Off Investment Capital Costs	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total FTEs
Nos (FTEs)						-

Interdependencies

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

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	01/07/2025	Est. completion date for implementation *DD/MM/YY*	
Is there an opportunity for implementation before April	No, contract is currently undergoing a variation to reduce it by 20%.		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
May increase demand on statutory services	M	L	Implement a robust triage and prioritisation framework to focus limited floating support on highest-risk individuals; coordinate with statutory teams to identify priority cohorts
Tenancy breakdown and increased homelessness	H	M	Develop clear referral criteria prioritising tenancy sustainment; work closely with housing and homelessness teams to manage risk
Reduced capacity to deliver income maximisation support	H	M	link to borough-wide financial inclusion and welfare advice services
Reputational risk to the Council	H	L	Communicate transparently about the rationale and unavoidable financial context; emphasise prioritisation of those in highest need.

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

Haringey LONDON

Invest to Save

Business Planning / MTFS Proposal 2026-2031

Appendix 2b.2

Is this a Growth or Invest to Save?	Invest to Save		
Short Description (this will be published in the budget	Incentive payments to increase and retain LBH PSL stock for use as Temporary Accommodation		
Directorate	**Adults, Housing & Health**	**Responsible Corporate**	Sara Sutton / Jahed Rahman
Affected Service:	Housing Demand	**Contact / Lead:**	Maddie Watkins

Since 2008 the council has seen a steady decline in the number of landlords providing private sector leasing (PSL) properties for use as temporary accommodation (TA). This is due to a combination of factors. The most significant of which is the continued rise in market rents. Across London, since September 2024, rents have risen by over 10%. The council is unable to compete with the rates of rent increases, making it harder to secure or retain PSL properties. We are also seeing increased competition from the private rental sector as well as other boroughs. We have lost landlords/properties to agents who offer landlords night-paid rates or other boroughs who offer higher rent or incentives.

Another contributing factor to the reduction in PSL property numbers is funding, as the level of TA Subsidy (the amount of Housing Benefit that the council can claim for residents who are placed into PSL accommodation). This has been set at 90% of 2011's local housing allowance levels. Landlords who let their properties as PSL will ordinarily have leases of approximately three years. When these leases expire, landlords request rent increases which the council cannot offer resulting in landlords requesting the return of their property as they can achieve higher returns letting elsewhere.

On average each PSL property currently procured by the council costs around £70 per night less than commercial hotel accommodation. It is important to note that this is a simple average across all property sizes and locations, and individual comparisons may give figures more or less than this figure.

This proposal is for landlords to be offered a one-off incentive at the start of the lease for a 3-year or 5-year lease respectively at a higher level than currently paid. This would cost approximately £1.5m per year on the basis that 50% agree to a 3 year lease and 50% agree to a 5 year lease. There would, however, be a net benefit through avoided costs for nightly paid and B&B accommodation.

As an invest-to-save case, this proposal effectively corresponds to a pilot for PSL renewals and new leases in 2026/27 (estimated as approximately 112 properties in total). If the projected cost avoidance is realised, then it is foreseen that this may translate into a future Budget growth bid in 2026/27 or 2027/28 to offer incentives to retain the remaining PSL properties but delivers costs avoidance in future years.

Note that a number of savings and cost avoidance measures are already included in the budget assumptions for 25/26 and beyond. The impacts of these have deliberately not been included in the modelling presented here to avoid double counting. The baseline case assumes that no new PSLs will be procured, whereas with incentives it is projected that there will be a net increase of 5% annually, equating to around 30 new properties each year.

Invest to Save Drivers	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**Total**
LAC number increases (Example for illustrative purposes only)						
Decreasing baseline number of PSL properties leased to Haringey to use as TA	***336***	***286***	***243***	***207***		
Projected increase of PSL properties leased to Haringey with use of Incentives	***380***	***323***	***275***	***234***		

Summary

Additional Budget Required Financial Impacts	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**Total £000s**
Increase in placement costs (LAC) - Example for illustrative purposes only						
Payment of incentives to landlords to retain existing private sector leased properties	**952**					**952**
Savings - (assmue a £9m growth in 26/27)	**(593)**	**(542)**	**(512)**	**(490)**		**(2,137)**
Total	**359**	**(542)**	**(512)**	**(490)**		**(1,185)**

Is this a change in Council policy (Y/N)		**No**

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 FTEs**	**2027/28 FTEs**	**2028/29 FTEs**	**2029/30 FTEs**	**2030/31 FTEs**	**Total FTEs**
Nos (FTEs)	-	-	-	-	-	-

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Haringey LONDON

Saving Proposal | **Business Planning / MTFS Proposal 2026-2031** | **Appendix 3a.1**

Title of Proposal:	Leisure Commercialisation		
Directorate	Environment and Resident Services	**Responsible**	Barry Francis / Zoe Robertson
Cabinet Member	Emily Arkell	**Scrutiny Committee**	Climate, Community Safety & Environment Scrutiny Panel
Affected Service:	Leisure Services	**Contact / Lead Officer:**	Zoe Robertson / Simon Farrow

Value of the budget impacted	£7m
Type of Saving	Income Generation

Leisure Services were insourced in October 2024. The insourcing was supported by £800k revenue growth which assumes an operating model including full staffing and increased income. Current operations are broadly delivering on budget through non-recruitment to vacant posts (pending restructure).

The service is now in a period of stablisation and transformation and has a commercialisation plan in place (which has been reviewed and verified by 31Ten). The commercialisation plan sets out multiple approaches to growing the service and income/memberships whilst delivering on existing MTFS commitments (pricing review) and meeting the target operating model. This is expected to take three years to realise and assumes a £8m income target for the service.

This further proposal is to increase the commercialisation of the centres again and generate additional income to release further savings through income generation in 2028/29 and 2029/30. Further capital investment may be required as investment in facilities is directly linked the ability to increase footfall and memberships.

Description of Option (external, if different from above):

Further anaysis of saving potential is required as new Corporate Property Model (from April 25) includes responsibility for energy - so investments/savings releated to energy efficiency will no longer be realised in the Leisure Services budget.

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings (shown as negative)	0	0	(250)	(250)	0	(500)

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	Yes	**Details**	
Is there a Property interdependency?	Yes	**Details**	FM and Capital Projects
Is there a Procurement interdependency?	Yes	**Details**	
Are there any other interdependencies?	Yes	**Details**	HR and back office support
Are there any other interdependencies?	No	**Details**	

Link to Capital Programme

Does this saving link to a scheme delivered within the capital programme?	Yes	**Details**	Leisure Transformation

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	2028/29
Is there an opportunity for implementation before April	No		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
There is a risk that the existing income target cannot be met	M	M	Commercialisation Plan in place

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all proposals at Stage 1. EqIA Screening Tool	The Leisure Service has a full EqIA in place
What mitigations will be taken to minimise negative equality impacts (if relevant)?	
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	

Haringey LONDON

Saving Proposal | **2026/27 Budget Proposal** | **Appendix 3a.2**

Title of Proposal:	CCTV income generation		
Directorate	**Environment and Neighbourhoods**	**Responsible Director/Head of Service**	Eubert Malcolm/Mark Wolski/Deborah McManamon
Cabinet Member	**Councillor Ovat**	**Scrutiny Committee**	
Affected Service:	Community Safety	**Contact / Lead Officer:**	Mark Wolski/Adam Browne/Deborah McManamon

Value of the	Income Generation
Type of Saving	Commercialism

Information
LBH receives c 120 applications from insurance companies for CCTV images/footage per annum.
There is no current arrangement for charges.
Financial Implications
Councils CCTV charges vary from, search only, search + images and search + stills, search + moving imagery.
Provision of stills/imagery vary from £50 to £500 dependent on authority
Estimated demand @ 120 per annum, although not all enquiries will equate to a full charge if no footage is located
Upper end estimate £350 non-reundable search fee + £400 stills provision
Implementation Details
1) Project initiation
- benchmark
- id stakeholders
2) Research and analysis
- Legal Review/Stakeholder consultation (internal/external)
3) Policy development
- fee structure
- exemptions
- develop terms and conditions (SLA)
4) Approval and Governance
- to relevant council committee
- any public consultation
Note: Whilst the CCTV Team collate the evidence and conduct the search the income generated will be assigned to the Information Governance Team as budget holders for this saving
Note: Initial figures have not taken into account other CCTV systems of council, just public space
Note: There will be investment of circa £20k required to establish a payment mechanism for customers

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000s**	**2030/31 £000s**	**Total £000s**
New net additional savings (shown as negative)	(48)					(48)

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000s**	**2030/31 £000s**	**Total £000s**
Total	20	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 FTE**	**2027/28 FTE**	**2028/29 FTE**	**2029/30 FTE**	**2030/31 FTE**	**Total FTEs**
Nos (FTEs)						

Interdependencies

What other services are needed to support delivery? (exclude		**Details**	
Is there a Digital interdependency?		**Details**	
Is there a Property interdependency?		**Details**	
Is there a Procurement interdependency?		**Details**	
Are there any other enabling services interdependencies?		**Details**	
Are there any other interdependencies (not otherwise listed)?		**Details**	

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	
Is there an opportunity for implementation before April 2025? *Y/N* ;	no		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
That there is not a sufficent amount of demand	H	L	The levels of demand have been based on actuals provided by the Information Governance Team
Delays to the implementation of a payment system	H	M	Priorisation for income generating digital schemes and/or alignment with other council payment routes

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	Yes
What mitigations will be taken to minimise negative equaity impacts (if relevant)?	
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	Screening tool indicates full EqIA is not required

Haringey LONDON

Saving Proposal **2026/27 Budget Proposal** **Appendix 3a.3**

Title of Proposal:	Optimised Environmental Enforcement		
Directorate	**Environment and Neighbourhoods**	**Responsible Director/Head of Service**	Beth Waltzer
Cabinet Member	**Cllr Chandwani**	**Scrutiny Committee**	
Affected Service:	Environment - Waste and Waste Enforcement	**Contact / Lead Officer:**	Beth Waltzer

Value of the budget impacted	£100k
Type of Saving	Efficiency

The Council recently enhanced its environmental enforcement presence in the borough (Feb 25) through the award of a 12 month contract (plus a possible 12 month extension) to Kingdom LA for environmental enforcement officers to complement the Council's internal team. The contract primarily focuses on enforcement of litter and fly tipping but with options to include further legislation relating to environmental, highways or street trading enforcement if required. This was implemented following significant engagement with the community where 96% of residents were in favour of imposing fines to fly-tippers, while 94% supported penalties for littering and dog fouling. Local businesses and community organisations also voiced their concerns, with 83% backing fines to combat fly-tipping.

A corresponding MTFS target of £100k was agreed in 2024/25 to reflect the performance of the additional officers employed in relation to issuing fixed penalty notices. Based on performance to date, it is anticipated that a further £50k p.a over the two year contract period is achievable (£50k 2025/26 and £50k 2026/27) - **NB 2026/27 will be subject to contract extension agreement and 2027/28 is subject to a new contract in place**

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000s**	**2030/31 £000s**	**Total £000s**
New net additional savings (shown as negative)	(50)	0	0	0	0	(50)

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000s**	**2030/31 £000s**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 FTE**	**2027/28 FTE**	**2028/29 FTE**	**2029/30 FTE**	**2030/31 FTE**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

What other services are needed to support delivery? (exclude enabling services, these are listed separately below	Waste and waste enforcement team	**Details**	To maximise effectiveness of patrols, the team and the waste contractor must provide intel on fly tipping and litter hotspots. Contract management is also key from this team in terms of maximising performance
Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	Yes	**Details**	Contract extension is yet to be agreed for 2026/27
Are there any other enabling services interdependencies?		**Details**	
Are there any other interdependencies (not otherwise listed)?		**Details**	

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	
Is there an opportunity for implementation before April 2025? *Y/N* ; any	N/A		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Performance is lower than expected	H	L	Intelligence is provided to the contractor via the internal enforcement team and the waste contractor on litter and fly tipping hotspots. Robust contract management is in place
Contract is not extended into second term	H	M	Demonstrating the positive impacts of the work to tackle environmental crimes

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

Haringey LONDON

Saving Proposal — **Business Planning / MTFS Proposal 2026-2031** — **Ref: Appendix 3a.4**

Title of Proposal:	Digital on-boarding push		
Directorate	**Environment & Neighbourhood**	**Responsible Corporate Director/ Director:**	Barry Francis, Kari Manovitch
Cabinet Member	**Seema Chandwani**	**Scrutiny Committee**	Overview & Scrutiny Committee
Affected Service:	Environment & Resident Experience - Tackling Inequality	**Contact / Lead Officer:**	Greg Osborne

Value of the budget	£24,000
Type of Saving	Efficiency

Description of Option (internal):

Media campaign to increase the awareness of the Digital services available for Revenues and Benefits - self-service and speed of administration.
Push to increase number of e-billing accounts using existing email addresses held against council tax accounts.
There are 114,963 Council Tax accounts, 81,838 that do not use e-billing.
E-billing is a faster and more secure method of providing up to date information on changes.
On the system there are 79,966 number of emails on live accounts that do not use E-billing – only 33,125 use e-billing.
The savings for the authority are generated through reduction in printing and postage.
On average 114,447 paper notifications are sent to households each year. In comparison 31,410 E-billing notifications
A 40% uptake in e-billing would lower the reliance on printing and postage by 45,779 documents and this equates to £39,828 saving at £0.87 per letter average.
The cost of the exercise includes:
•Comms – notification of the approach and raise awareness of e-billing – opt in/out
•System development – updating notification methods via automation
•Increased workload stimulated through comms campaign.

Additional benefits
Increase awareness and sign-up to digital services within Revenues and Benefits. Automated forms reducing workload on staff, reducing the backlog and mitigating against repeat contact for single notifications.
Achieved through Comms push, strategic targeting on social media and wider reach through refreshed campaign.
The strategy is raising the profile of existing touch points for customers to self-serve and submit changes, updates and payment methods offered within the Revenues and Benefits services. Data from a previous campaign will assist in ensuring the target audience is engaged appropriatly. docx icon Report-My account campaign.docx
The spend, est. £12,000, would consist of a budget to design and deliver messages out across various media, in collaboration with the Haringey Comms team on social media, targeting known receptive demographics or areas which could benefit the most. The message will be raising awareness of the on-line self-service, containing the links to the associated landing pages already in place. The expectation is for a 5-6 month duration with increased uptake of 20 new customers per month - each of whom would use the e-form, which automates administration. This reduces impact and pressure on the customer service team, Council Tax & Benefits teams - estimated to equate to 0.5 FTE officer within the service – c£24,000.
The alternative options exist within the partnership chosen to deliver the campaign and content design. The cost comparison and delivery are proven with the potential partner CAM.
Measurement of success will consist of number of Impressions (notifications sent out to targeted areas), the engagements which came from the impressions and clicks on the notifications across the numerous media options.
There will be a measure of costs per clicks for the financial expenditure measure and number of uplift in digital usage related to the campaign - which will be converted into officer administration time saved.
This directly links the corporate theme of resident experience and enabling success + place and economy.

Financial Implications outline
- Require cost centres for this – direction requested
- This relied on existing systems and software which is being underutilised. Additional considerations where not deemed a requirement during the scoping process.

EXTERNAL Description of Option

Media campaign to increase the awareness of the Digital services available for Revenues and Benefits - self-service and speed of administration.

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
New net additional savings (shown as negative)	(51)	0	0	0	0	(51)

Initial One-Off Investment Capital Costs	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	2026/27 FTEs	2027/28 FTEs	2028/29 FTEs	2029/30 FTE's	2030/31 FTE's	Total FTEs
Nos (FTEs)						-

Interdependencies

Is this a cross cutting proposal		**Details**	No
		Services impacted	
Is there a Digital interdependency?		**Details**	This will require links to digital services and e-forms (Govtech) being maintained. Data capture and monitoring
Is there a Property interdependency?		**Details**	No
Is there a Procurement interdependency?		**Details**	No
Are there any other interdependencies?		**Details**	Comms and stakeholders - CAM
Are there any other interdependencies?		**Details**	

Link to other funding sources (e.g. links to the Capital Programme, HRA, external Funding, S106, CIL etc - add rows if required)

Links to other funding sources		**Details**	No
Links to other funding sources		**Details**	No

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*	01/08/2025	Est. completion date for implementation *DD/MM/YY*	31/12/2025
Is there an opportunity for implementation before April	Yes		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**
Inability to deliver against key aims of Opportunity	L	L	Early closure would reduce cost
Inability to deliver grant-funded commitments	L	L	Low level commitment in isolation
Disinvestment in Inclusive Economy means inability to take	M	M	"underutilised systems and direction to improve" new approach

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	Yes
What mitigations will be taken to minimise negative equality impacts (if relevant)?	No identified negative impacts
Is a full EqIA required?	No

New Capital Project

Project Name request	Moselle Brook Major Repair Works (Phase 1), Tottenham High Road, N17		
Sponsor	Eubert Malcolm Director of Resident Experience	Sponsoring Directorate	Environment & Resident Experience
What is the estimated cost of the request?	Phase 1 - £1,100,000		

Project proposal	The Moselle culvert plays a critical role within the Borough in managing surface water flooding, and it runs from Highgate to Tottenham with much of the length designated by the Environmental Agency (EA) as a main river. Although main rivers are managed by the EA, they deem the maintenance of the rivers to be the responsibility of the landowners through which they run (riparian owners). Some of the length of this culvert is within the public highway and that includes Tottenham High Road, where a partial collapse has occurred. The partial collapse in 2024 of this culvert occurred outside 785 High Road, Tottenham, N17 and this led to a survey inspection that has identified the culvert as being in a poor condition. As a result of this partial collapse, the Council instigated traffic management interventions to prevent further collapse where the culvert is located within the carriageway. This temporary traffic management is in place until some local permanent work is carried out. The traffic control measures reduce vehicle loads on weak sections of culvert. Site inspections and assessment of the culvert have been attempted from the High Road junctions with White Hart Lane to Scotland Green. However, tactile surveys were impossible in some sections, due to high water levels. Only the northern section (from chainage zero to 180m) could be properly surveyed, and some areas could only be surveyed by drone, and some areas were inaccessible. Chainage 180m to 977m requires cleaning for the surveys to be completed. The incompletely surveyed section equates to that between the junctions of Whitehall Street and Scotland Green and further survey/cleansing works are currently planned for July or August 2025. Recommendations for culvert repairs have been made by a consultant appointed by the Council. The recommendation for the 785 High Road location is for culvert repairs to be carried out immediately. There are recommended repairs to other areas within 12 months, using culvert lining and spot repairs of brickwork. Temporary Traffic Management to date are in a number of locations. The traffic management will be in place until permanent culvert repairs are carried out. Costs for permanent repairs are to be finalised once the detailed designs can be completed. Current estimated Costs for future works are around £20k per linear metre of culvert, equating to £1.1million for the anticipated minimum requirement of 50 linear metres outside 785 High Road. This is referred to as **Phase 1.** However, currently there are around ten areas where repairs are recommended, and the Major Projects Team estimates the total cost of these to be another £1,000,000 and may be subject to further bids for capital funding. There may potentially be further repairs recommended once the survey report has been fully analysed.

What are the impacts of this proposal not proceeding?	The area of collapse of the Moselle Culvert collapse outside 785 High Road would not be repaired and the temporary plating over the collapse and traffic management would need to remain. Potential further damage to the culvert would not be prevented. Continuation of traffic management measures would need to remain at the High Road junctions with Moselle Place, Brereton Road, Whitehall Street and Ruskin Road to prevent overloading of the Moselle Brook. Haringey borough is subject to fluvial flooding from the River Lee, Pymmes Brook and Moselle Brook. The borough is particularly at risk from flooding along its eastern edge due to the River Lee and Moselle Brook. Progressive collapse of the Moselle Brook along the High Road is likely if the strengthening works are not carried out and this will lead to major traffic disruption and flooding in the area and possible consequential claims against the borough from 3rd parties. Continuation of temporary traffic management measures will be costly and reduce the network's capacity.

Statement of Need Form

Project Title	Tree planting Capital Bid 2025-26		
Service	Environment & Resident Engagement	Sponsor	Barry Francis

Project Proposal	The current position on capital scheme 328 (Street and Greenspace Greening Programme) is that we have £75k for 25/26 and £75k for 26/27. The Council has made a commitment to plant 10,000 new trees before 2030. Since the commitment was made, we have planted 6,000. External funding grants received in 2023 and 2024 for new tree planting have included maintenance grants for 3 years post planting. However, under our tree sponsorship scheme, some sponsors only pay a contribution towards a new tree being planted and we need to match that with planting and irrigation costs. Approx 50% of sponsors agree to water the tree themselves, however, we do still need to match fund the planting costs. Proposal for an additional £50,000 to support bids for external funding which normally include the cost for 3 years maintenance post planting
What are the impacts of this proposal not proceeding?	This would protect our resident sponsorship scheme and provide for a greater level of public satisfaction as the tree-planting programme could continue to plant increased numbers of trees in Haringey to meet our commitments in terms of the number of trees planted and canopy cover increases.

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Haringey LONDON

Saving Proposal | **Business Planning / MTFS Proposal 2026-2031** | **Ref: Appendix 4a.1**

Title of Proposal:	Reduce Business Support Service		
Directorate	Culture, Strategy & Engagement	**Responsible**	Jess Crowe
Cabinet Member		**Scrutiny Committee**	
Affected Service:	Culture, Strategy & Engagement	**Contact / Lead Officer:**	Abigail Stratford/ Helen McDonough

Value of the budget	
Type of Saving	Service Reduction

The Business Support function sits within the Inclusive Economy Team, Placemaking and Community Development.
The Business Support function supports the local economy ambitions of Opportunity Haringey and delivers the following services: running of Haringey Business Forum, Business Bulletin connecting businesses to business support, access to finance and supply chain opportunities as well as signposting. The team supports delivery of the Markets Strategy and support and facilitate town centre partnerships, the BID (Business Improvement District) and business networks in borough, as well as running the Council's Business Loan Fund - Opportunity Investment and our tri-borough Upper Lea Valley loan fund - Productive Valley Fund. Supporting business in the borough to grow and stay in the borough and our high streets to thrive both sustains and increases the Council's business rate income as well as creating local jobs and opportunities.

The Business Support function has a base revenue budget of £577,780k to deliver services to support business in the borough and meet staffing costs

The proposal is to undertake a service review to redefine what the Council's approach to inclusive growth, inward investment and business support should be, in light of the London Growth Plan, LBOC, Euro 2028 and growth funding (which should replace UKSPF). We therefore propose a further £100k saving. The service is carrying vacancies so does not anticipate difficulties in realising the full saving in 2026/27.

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs.
The summary information will automatically populate the tables below.

Revenue Impacts *All figures shown on an incremental basis*	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
New net additional savings (shown as negative)	(100)	0	0	0	0	0

Initial One-Off Investment Capital Costs	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total £000s**
Total	-	-	-	-	-	-

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

Add in FTE (post) number changes by year (both additions and deletions)	**2026/27 £000s**	**2027/28 £000s**	**2028/29 £000s**	**2029/30 £000**	**2030/31 £000**	**Total FTEs**
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	No	**Details**	
Is there a Property interdependency?	No	**Details**	
Is there a Procurement interdependency?	No	**Details**	
Are there any other interdependencies?	No	**Details**	Yes there will be an interdependency with business rates as supporting businesses in the
Are there any other interdependencies?	No	**Details**	

Link to Capital Programme

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

Indicative timescale for implementation

Est. start date for consultation if relevant *DD/MM/YY*		Est. completion date for implementation *DD/MM/YY*	
Is there an opportunity for implementation before April	No. Service review and staff consultation and restructure would be required for both options.		

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	**Mitigation**

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

Clarification Note

1. On the day of publication of this report, attention was drawn to the fact that one of the items in the report had been incorrectly classified as a <u>new</u> saving proposal. In reality, there is no change in policy, but purely a forecast overachievement of £50,000 income against an existing budget.
2. This clarification has no impact on the forecast budget gap for 2026/27 however it is emphasised that this item will not need to be consulted on as it isn't proposing any change to existing policy.
3. The item in question is found in Appendix 3a.3 Optimized Environmental Enforcement.
4. It should be noted that the final 2026/27 Budget reports to Cabinet in February and Full Council in March will correctly classify this budget.

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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?

Budget Scrutiny Recommendations – 2025-26

Adults & Health Scrutiny Panel			
MTFS Proposal	**Further info requested (if appropriate)**	**Comments/Recommendation**	**Cabinet Response Req'd (Yes/No)**
General comments on Budget & MTFS			
General (Budget Gap)		The Panel noted with concern the risks associated with the cumulative projected budget gap of £192.5m between 2026/27 to 2030/31 as illustrated in Table 6 on page 45 of the agenda pack. The Panel also noted that, as stated in paragraph 13.6 of the Cabinet report, due to the Council's limited financial resources, this may mean spending more in some areas of greatest need and priority and more significant reductions in other areas. It would therefore be necessary to understand further what this would entail for the future of adult social care services.	Yes
General (Exceptional Financial Support)	The Panel referred to the significant annual levels of interest charges incurred by the Exceptional Financial Support (EFS) as illustrated in Chart 3 on page 43 of the agenda pack. The Panel requested that further details be provided on how the capital repayments were factored into future budgets in the MTFS period.	The Panel recommended that information about the interest payments and the capital repayments for EFS be included in Budget papers in future years.	No

General (Better Care Fund)	Further clarification required on the details of the anticipated reductions to the Better Care Fund (BCF) in Haringey. **Response (Corporate Director of Adults, Housing & Health) - Jan 2026:** Only minimal changes to the BCF for 26/27 are now expected. Therefore, the risk for next year has not materialised. However, as previously highlighted, we are expecting significant policy changes in 27/28 as the BCF guidance is likely to fall under the remit of the Neighbourhood Health Planning Framework. Whilst this picture is still emerging, we are anticipating that it will bring significant financial risks across partners in both health and social care. There has also been some good news in that we have been selected to receive support through the BCF Support Programme for Neighbourhood Health Planning, following the submission of an expression of interest and we are expecting to receive further details on this over the coming weeks.	The Panel expressed concern about the cuts to the Better Care Fund and the risk of the knock-on impact on adult social care services. It was recommended that this be monitored further by the Panel going forward.	No

General (Improvements to Digital Solutions)		The Panel welcomed the approach to invest to save through improvements to digital solutions but noted that similar proposals had been seen by Scrutiny in previous years that had not fully come to fruition. The Panel therefore noted a potential risk in the delivery of these improvements. The Panel challenged the Cabinet to explain how previous proposals to improve digital solutions to make savings had been delivered by the Council and why the Panel should have confidence that the current proposals would be successful.	Yes
General		The Panel felt that there was a particular ongoing risk over the rising costs from service providers within the adult social care sector and the potential impact of this on the modelling of anticipated expenditure over the MTFS period. The Panel made reference to the risk highlighted in the recent KPMG Value for Money Risk Assessment to the Audit Committee which stated that: ○ *"The Council does not have adequate procurement processes in place to enable it to achieve value for money in respect of contracts entered into for services received."* ○ *"The Council does not have adequate processes in place to ensure that Adult Social Care spend is sufficiently forecast and managed"* (page 43, agenda papers for Audit Committee, 10th Nov 2025). It was recommended that the strengthening of procurement processes be monitored further by the	Yes

		Panel going forward and that this should include the sharing of an Action Plan with the Panel.	
<u>Pressures & Savings – Previously Agreed</u>			
Supported Living Contracts		The Panel emphasised the importance of ensuring that the housing capital projects would align with social care commissioning needs and anticipated levels of demand. It was acknowledged as part of the discussion that this was a complex area as different residents required different levels of support. The Panel recommended that the Cabinet should explain what oversight is in place to ensure that residents received appropriate levels of support.	Yes
Transitions		The Panel recommended that further scrutiny was required on transitions, in partnership with the Children and Young People's Scrutiny Panel, in order to understand the reasons for the reduced numbers despite the national trends appearing to indicate greater demand. The Panel has previously been provided with details of service user numbers with a care package between the ages of 18-64 as this is the format of data collected. The Panel recommended that details of care packages by more specific age cohorts will be required in order to scrutinise this area effectively (e.g. the 18-25 age group when considering transitions).	Yes
<u>New pressures</u>			

Adult Social Care Staffing cost pressure		The Panel welcomed the additional investment in staffing. However, historic challenges with staff retention were acknowledged as part of the discussion and the Panel highlighted this as a substantial potential risk as this could impact on the Council's ability to fulfil its statutory duties. It was recommended that workforce issues be monitored further by the Panel going forward, particularly in relation to improvements to Care Act assessments. The Panel also recommended that the Cabinet set out how the risks associated with staff retention would be mitigated.	Yes
New savings			
Adult Social Care Charging Policy		The Panel concluded that this was a necessary piece of work and the income generation was welcomed by the Panel. The Panel sought assurances that residents on low incomes would not be put in circumstances where they did not have access to care services and the Panel felt that this point had been answered to their satisfaction. However, the Panel expressed concerns that this policy change had not been carried out in the past as this could have achieved savings at an earlier stage. The Panel queried whether there were any other similar areas where practice was out of step with other comparable Boroughs and opportunities for income generation may be being missed and recommended that assurances be sought from the	Yes

		Cabinet that all possible such areas had been considered.	

Culture, Community Safety & Environment Scrutiny Panel			
MTFS Proposal	**Further info requested (if appropriate)**	**Comments/Recommendation**	**Cabinet Response Req'd (Yes/No)**
General comments on Budget & MTFS			
General		**RECOMMENDATION:** The Panel would like to recommend that business cases related to savings should also be included in budget papers being considered by Scrutiny Panels.	Yes
New savings			
Leisure Commercialisation	The Panel asked for more details and information to be confident about the figures presented on Leisure Commercialisation and wanted to consider other options to make the commercialisation more viable. Details of social value would also be welcomed by the Panel. This would help the Panel recommend other options for increased commercialisation of the	The Panel noted that the Leisure provision was brought in house last year and so the Council now had full control so there was potentially more opportunity to generate income by utilising assets and improving the Council offer to be competitive with other comparable service providers. It was noted that the Council was now in a good position to carry out an options appraisal to analyse this properly and have a fresh options appraisal.	Not yet as OSC to consider in Jan.

	leisure services whether within the existing model or through other means.	**RECOMMENDATION:** That the Overview and Scrutiny Committee further consider and comment on the budget allocation for Leisure Commercialisation as further confidence was needed on these figures.	
<u>Capital Programme</u>			
Moselle Brook		The Panel recognised that repairing the culvert was a necessity and the budget cited that the £1.1 million allocation could potentially increase following the initial repairs. **RECOMMENDATION**: The Scrutiny Panel recommended that following the initial repairs, a policy paper on the condition of the culvert and a survey regarding maintenance plans going forward with set timelines should be developed which could be reviewed on a 10-year basis. The Panel recommended robust systems for monitoring the state of the culvert be put in place.	Yes
Waste Management – Fleet Purchase & Infrastructure Works		The Panel wanted further details regarding the financial options of buying or leasing the vehicles for the contract provision of recycling and waste collection, street cleansing and ancillary services from April 2027.The Panel were advised that a report to Cabinet in October 2024 on the Waste Services Review had noted that a high-level review of fleet purchasing considered 3 options which were hire, purchase, contractor purchase and authority purchasing.	Yes

		Authority purchase was the cheapest and preferred option, as the council could get better interest rates and contractor purchase was the most expensive due to addition of the contractor margin and less favourable interest rates. The report outlined that previously it has been common within waste contracts for contractors to purchase vehicles as part of requirements. A benchmarking of recent waste contracts awarded showed the trend has been more to authority purchase for these reasons. The Panel noted the above information and were advised that further financial details on these options could not be provided as this was commercially sensitive and would be part of the considerations for Cabinet when making a final decision on the service provider to deliver recycling and waste collection, street cleansing and ancillary services in March 2026. The Panel were disappointed that they were not provided with the business case in order to scrutinise this financial detail and recommended that the value for money considerations for fleet purchase be explicitly set out in the final Cabinet report in March 2026.	
Tree Planting		The Panel considered the information on tree planting budget allocation and were not clear on the tree planting budget of £1.1m and wanted clarity on how this figure had been compiled? They queried whether this figure had changed from previous years i.e. was it less before and has been	Yes

		added to? The Panel recommended that it would be prudent to receive the tree planting plan with the funding allocations included to understand this figure and ensure that a correct, robust and consistent allocation was being agreed.	
Clean Air Schools Zones (Deletion)		**T**he Panel considered the budget papers and noted that for the Clean Air School Zones that the budget each year for this initiative was £400,000. The report noted that given the Council's financial position, this was not considered essential and therefore it is proposed to delay any new zones in 2026/27 as a one off and review this initiative again in 2027/28. The Panel were asking if the schemes that were not being delivered in 2026/27 were being delivered through any other means?	Not yet as information has been sought and this will likely need to be added to OSC consideration on the 19th of Jan

Housing, Planning & Development Scrutiny Panel			
MTFS Proposal	**Further info requested (if appropriate)**	**Comments/Recommendation**	**Cabinet Response Req'd (Yes/No)**
Housing General Fund **General comments on Budget & MTFS**			
General	That further information be provided around how the Council plans to improve performance on turning around void properties and reach the 1% target.		
New savings			
Reduction in Floating support Contracts (£257K)		That Cabinet provide further assurances around the proposed £257k saving in floating support contracts. The Panel is concerned that this may be a false saving and would like further assurance that there is a genuine financial benefit arising from this saving. The Panel is concerned that the short term saving from a reduction in tenancy sustainment may result in additional costs to the Council in the long run.	Yes
Housing Revenue Account			
Sustainability of Long Term Borrowing Costs	That further assurances are provided in relation to the sustainability of long term borrowing costs and the burden this places on the HRA. The Panel		

	would like to understand how a sustainable level of debt is calculated and would like some further information around the ratio of debt, and interest markers, and how these are factored into an assessment that a particular level of debt is affordable. What red lines does the Council use in assessing that a certain level of debt would be unsustainable?		
Sustainability of Long Term Borrowing Costs.		That Cabinet gives consideration to the publication of an HRA Debt Management Plan alongside the HRA budget-setting process. The Panel recognises the necessity of significant long-term investment in the HRA to address the condition of council housing and meet acute housing need. However, it is concerned about the cumulative impact of high borrowing levels on residents. The Panel recommends that the Debt Management Plan should clearly set out the Council's long-term approach to reducing, as well as managing debt in order to provide transparency and assurance around the sustainability of the HRA.	Yes
Tenant Affordability Assessment		That Cabinet give consideration to undertaking an assessment of tenant affordability, as it undertakes assumed year-on-year rent increases to its tenants as part of the planned investment programme. The Panel is concerned that that year-on-year rent increases would cross an affordability threshold at	Yes

		some stage and that the Council should be reviewing and modelling this.	
Neighbourhood Moves Scheme		That a review is undertaken of the Neighbourhood Moves Scheme to assess its financial and strategic impact on the Housing Register. The Panel is concerned that offering properties to households where there is no net improvement in housing need - such as cases where there is no overcrowding or priority change - should be reconsidered alongside the known additional costs to the HRA, including void costs and reletting expenses. The Panel recommends that the review considers whether amendments are required to ensure that limited housing resources more effectively to reduce the impact of the housing crisis.	Yes

Overview & Scrutiny Committee			
MTFS Proposal	**Further info requested (if appropriate)**	**Comments/Recommendation**	**Cabinet Response Req'd (Yes/No)**
<u>General comments on Budget & MTFS</u>			
General		The Committee suggested that it would useful to receive more details about the savings proposals in the written report in order to reduce the number of clarification questions at the meeting.	No
Independent Sounding Board		The Committee noted plans to establish an 'independent sounding board' to oversee the delivery of the new Financial Sustainability Plan. The Committee acknowledged that these plans were at an early stage but requested that further details be provided when available, including who would be appointed to it, whether the meetings would be held in public and whether the Committee would be able to see the agendas and minutes from the meetings.	Yes (when information available)
Debt Levels	The Committee noted that the Council's interest payments for EFS were illustrated in the Budget report but that it did not set out the Council's overall position on existing borrowing. It was agreed that a chart on the Council's debt levels in relation to the CIPFA benchmark would be circulated. **Response (Finance team):** This information is available in the		No

	Treasury Management Update Report Q1 2025/26 that was provided to the Audit Committee in Nov 2025. The Treasury Management Summary is provided in Table 2 on page 4 (Audit Committee, 10th November 2025): Q1 Treasury Report		
Monitoring Processes (KPMG report)		The Committee expressed concerns about the weaknesses in the monitoring processes that were highlighted in the KPMG report and recommended that reassurances were sought that more robust processes were being established. KPMG report (see Item 7): Agenda for Audit Committee on Monday, 10th November, 2025, 7.00 pm | Haringey Council	Yes
Strategic Property Services		The Committee welcomed the ongoing work on lease and rent reviews within the Council's commercial portfolio. The Committee noted that this was an area where the government had encouraged local authorities to look at investment in digital technology and AI to improve the process of updating old leases and suggested that this possibility should be examined further by officers.	Yes

		The Committee also proposed to monitor this programme further as part of the budget scrutiny process next year.	
New pressures			
Increase in Bad Debt Provision against shortfall in court cost recovery (E&RE)		The Committee emphasised the importance of maintaining an approach that would not worsen the circumstances of residents experiencing financial difficulties.	Yes
Ongoing pressures relating to Housing Benefit overpayments (E&RE)		The Committee expressed frustration that local authorities had to bear these additional costs through no fault of their own and suggested that the DWP should be lobbied to cover costs in full.	Yes
Election costs (CS&C)	The Committee requested a breakdown of the additional costs. A response from the Corporate Director for Culture, Strategy & Communities is provided at the bottom of this document.	The Committee recommended that the feasibility and potential cost savings of venue sharing with other Boroughs for future election counts should be considered.	Yes
Removal of unachievable advertising income targets (CS&C)		The Committee acknowledged that the targets were challenging and suggested that the advertising income should be included in the tracker for the Committee during the Budget scrutiny next year so that the Committee could track this.	No
Implementation of Corporate Landlord Model (Finance & Resources)		The Committee recommended that this issue be added to a future Overview & Scrutiny Committee work programme to be monitored further after there had been further implementation of the corporate	No

		landlord model and there was greater clarity over the business rates issue.	
North London Waste Authority (NWLA) levies (Corporate Budgets)		Noting that the forecasts for levy contributions did not take into account any increase associated with the new North London Heat and Power facility, the Committee highlighted this potential additional cost as a possible future risk.	Yes
New Invest to Save proposals			
Digital on-boarding push (E&RE)		Noting that this proposal was part of an ongoing process, the Committee proposed to monitor progress in this area during the budget scrutiny process next year.	No
New savings			
Reduce Business Saving Support (CS&C)	The Committee was informed that the focus would be on large strategic sectors within the business community and the Haringey Growth Plan would help to develop this approach. The Committee requested a summary of this approach including the sectors that would be included. A response from the Corporate Director for Culture, Strategy & Communities is provided at the bottom of this document.		No
Capital Programme			

Reduction in Digital Schemes (Finance & Resources)		Noting that digital was a significant area of spend, elements of which had been considered across the Scrutiny Panels as part of the budget process, it was recommended that this issue be added to the Committee’s future work programme to be monitored further.	No

Election Costs:

Whilst £550k was put into the MTFS, this is not sufficient to deliver the 2026 elections. The latest cost model for the Returning Officer and Electoral Registration Officer puts the total at about £1.23m for the May 2026 elections. The model is based on experience from the 2024 GLA and UK Parliamentary elections and current prices, including Royal Mail rates from March 2025.

Main cost areas are:

- polling stations: £308k
- postal voting: £138k
- poll cards: £168k
- the count (venue, staff and security): £435k
- other staffing and overheads: £145k.

The main changes compared to 2022 are significantly higher Royal Mail charges for poll cards and postal votes (data previously supplied), increased staffing costs (pay rates) and numbers due to voter ID, and moving the count to Alexandra Palace which is more suitable but more expensive.

The figures are based on the detailed model and current supplier quotes. From 2026, support services will recharge agreed extra hours and non-staff costs to the election cost centre (last bullet point above). This does not increase the overall cost to the Council but does increase the election budget so that the full cost is visible.

Mitigations:

Training costs and the number of poll clerks have already been reduced in the forecast. Negotiations with suppliers on logistics and venue extras are ongoing and have already resulted in securing a reduced rate for the venue hire (30% discount rather than standard 20%).

The delivery of the election is a statutory function that must be funded by the local authority and there are significant reputational risks due to its high profile. In terms of the venue choice, the reputational and operational disbenefits associated with using Spurs are significant:

The only option for us at Spurs was in the bit that is the perimeter of the pitch, the circular corridor at the base of the stands.

This meant:

1. It was not possible to have visual oversight of the entire count.
2. Some activities had to take place in areas set back from the perimeter – in places like a Chicken shack etc. Part of the count (checking the unused ballot papers) had to take place in a brewery and there was a heavy smell of beer.
3. The political parties didn't think it was great, especially those who were managing the campaign because it made it difficult for them to have oversight and ensure their counting agents were in the correct place.

There was also a risk of a home game being scheduled that week due to a cup competition which would have meant our booking would have been cancelled. In which case we would have been looking around for a venue at short notice which brought considerable risk and potential extra cost.

Business Support

The review that has been commissioned is intended to identify the core sectors that we will prioritise so in advance of that work being done there isn't further information. Cllr Gordon's answer spelt out that general channels of communication will still exist as means of reaching all businesses, such as the Bulletin and the Business Forum. The existing Inclusive Growth Strategy, Opportunity Haringey, sets out current priority sectors for the borough, and the review will test whether these are still the right ones, in the light of the London Growth Plan in particular which uses more recent data to identify priority sectors for London.