

NOTICE OF MEETING

HOUSING, PLANNING AND DEVELOPMENT SCRUTINY PANEL

**Monday, 17th November, 2025, 6.30 pm - George Meehan House,
294 High Road, Wood Green, N22 8JZ (watch the live meeting [here](#),
watch the recording [here](#))**

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

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

To receive apologies for any 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 as noted 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 - 16)

To approve the minutes of the previous meeting.

7. KPI UPDATE (PAGES 17 - 48)

To receive an update on a range of performance indicators relating to the Housing service.

8. UPDATE ON THE IMPLEMENTATION OF THE RECOMMENDATIONS FROM THE SCRUTINY REVIEW ON PRIVATE SECTOR HOUSING (PAGES 49 - 86)

To receive an update on the recommendations arising from a previous Scrutiny Review on Landlord Licensing.

9. SCRUTINY OF THE 2026/27 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2026/2031 (PAGES 87 - 156)

To receive and make recommendations on the 2026/27 Draft Budget and Medium Term Financial Strategy 2026/2031.

10. HARINGEY DRAFT LOCAL PLAN (PAGES 157 - 160)

To receive an update and provide comments on the Haringey Draft Local Plan, which is currently out to public consultation.

11. WORK PROGRAMME UPDATE (PAGES 161 - 164)

12. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 3 above.

13. DATES OF FUTURE MEETINGS

15 December 2025

9 March 2026

Philip Slawther, Principal Scrutiny Officer

Tel – 020 8489 2957

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Fiona Alderman

Director of Legal & Governance (Monitoring Officer)

George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday, 07 November 2025

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**MINUTES OF THE MEETING Housing, Planning and
Development Scrutiny Panel HELD ON Tuesday, 23rd
September, 2025, 6.30 pm**

PRESENT:

Councillors: Adam Small (Chair), John Bevan, Lester Buxton and Isidoros Diakides

248. 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.

249. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Cllr Barnes.

250. URGENT BUSINESS

There were no items of Urgent Business

251. DECLARATIONS OF INTEREST

None.

252. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

253. MINUTES

RESOLVED

That the minutes of the previous meeting on 23 June 2025 were agreed as a correct record.

254. KPI UPDATE

The Panel received a presentation which provided an update on a number of key performance indicators relating to the Housing Service. The data related to performance as of July 2025. The presentation was introduced by Jahedur Rahman, Director of Housing; Scott Kay, AD Repairs and Compliance; and Christian Carlise,

AD Asset Management, as set out in the published agenda pack at pages 13-42. Cllr Williams, the Cabinet Member for Housing & Planning was also present for this item. The following arose during the discussion of this report:

- a. The Panel sought assurances around the fact that it appeared that the organisation was failing to meet the targets on nearly all of its KPIs, and queried the extent to which this was a significant problem. In response, officers commented that was one way of looking at. Officers clarified that there were a number of KPI's which had a 100% target. These were statutory targets for compliance areas. It was suggested that there were legitimate reasons for not being able to achieve 100%, such as not being able to get access to a property to undertake gas safety inspections. The Director of Housing set out that whilst the service aspired to achieve 100% every month, there were practical challenges to achieving it. The Panel were advised that the service undertook benchmarking of its performance against a range of other landlords and Haringey tended to be in the upper quartile when measured against other providers.
- b. The Panel raised concerns about the fact that Haringey had come last for two years running in relation to the number of Ombudsman complaints per head of population. It was suggested that this painted a different picture to some of the information provided in the presentation. In response, officers commented that context was important when reviewing performance against Ombudsman complaints. It was commented that, last year, Haringey had just over 1500 Stage 1 complaints, and of these, 55 complaints ended up being referred to the Housing Ombudsman. Officers set out that the service undertook 60k repairs a year, including gas safety and mechanical works, of which 1500 residents raised a complaint. It was suggested that in this context, the proportion of repair work delivered that resulted in a complaint being raised was relatively small.
- c. As a follow up to the above question, the Panel sought assurances that performance on Ombudsman complaints would improve. In response, officers advised that they were not entirely clear about the methodology of the measure being referred to. It was commented that these figures did not relate specifically to the presentation and that Ombudsman referrals related to complaints, rather than repairs performance specifically. Officers set out that the service benchmarked their outturn with the Housing Ombudsman with similar authorities like Hackney and Southwark. It was reported that both of these authorities had a higher maladministration rate to Haringey. It was commented that a lot of London local authorities did share a commonality around an ageing stock profile, and a lot of the complaints that were received related to stock condition.
- d. In relation to tenant satisfaction measures, officers advise that outcomes had improved since the ALMO came back in-house. Against a majority of indicators in this areas there was a year-on-year improvement since 2023. In relation to the methodology of the tenancy satisfaction surveys, the service used an independent external company to undertake the surveys. The expectation was that 1000 of these were done in a year, Haringey tried to undertake 2000 a year.
- e. The Panel queried how Leaseholder service charge collection could increase above 100%, to 102%. In response, Officers advised that the service profiled the monthly performance figure based on the annual target which was based on the amount received in cash terms. It was possible that from month to

- month the amount collected could exceed the monthly average that had been set, hence 102% represented a figure that was in excess of the monthly average.
- f. The Panel requested further information about the reasons behind the dip in performance for satisfaction of last repair. In response, officers advised that the service had been focusing on outstanding and complex cases that had been going on for a long time. It was suggested that this tended to skew the satisfaction scores as the resident may be happy with the repair but dissatisfied with the time it took to resolve the repair.
 - g. In response to a follow-up, officers advised that there were dealing with a higher volume of complex cases and damp and mould cases that a year ago, because they had additional capacity from having a number of specialist contractors on board. The Director clarified that the service measured satisfaction with a repair at the point of the case being closed.
 - h. The Chair commented that whilst he accepted that levels of dissatisfaction were being measured at a particular time, he contended that the results still showed that residents were dissatisfied. It was suggested that perhaps there was scope to consider how the Council communicated with residents on repairs and kept them updated. In response, officers acknowledged that there was scope improve resident satisfaction through looking at how the organisation communicated the status of repairs with its residents.
 - i. The Panel queried the figure of 302 voids in July and asked if that was calculated in the same way that the number of voids was calculated in the last update to the Panel. In response, officers provided assurances that it was calculated in the same way. Officers advised that the current number of voids was around 270 and that the Council had a round 500 voids a year. This compared favourably with 600 a year in 2023.
 - j. The Panel noted that the stated 186 responses to the satisfaction survey in July seemed quite low. In response, officers advised that the satisfaction surveys were sent out to residents, when a job had been completed and that Council had little control over whether people chose to fill in the survey and return it. By way of context, it was highlighted that of the 186 returns, 146 were satisfied.
 - k. The Panel queried the 7% figure for tenancy audits. In response, officers advised that there had been a delay with uploading these. Officers advised that as a result performance was lower than expected, but it would increase. It was expected that 2000 audits would be completed by year end.
 - l. The Chair requested that future standing KPI updates included information on the number of legal disrepair cases, if possible. **(Action: Jahed).**

RESOLVED

Noted

255. 2025/26 FINANCE UPDATE Q1

The Panel received report which provided a Q1 Finance update for 2025/26. The report covered the position at Quarter 1 of the 2025/26 financial year including General Fund Revenue, Capital, Housing Revenue Account and Dedicated Schools Grant budgets. The forecast total revenue outturn variance for the General Fund was £34.1m comprising £24.9m base budget pressures and £9.2m non delivery of savings. The report was introduced by Kaycee Ikegwu, Head of Finance and Jahedur

Rahman, Director of Housing as set out in the agenda pack at pages 43-186. The following arose as part of the discussion of this report:

- a. The Panel noted the projected overspend of £11.4m in Housing Demand and the fact that this was related to Temporary Accommodation and the rising costs of Nightly Paid & B&B accommodation.
- b. The Panel questioned the fact that there was a significant overspend, given the amount of scrutinising of the budget that took place last year. The Panel queried the extent to which there were contingencies built into the budgets. In response, officers advised that within the HRA there was a reserve balance, which was effectively a contingency. The guidelines suggested that this should be equivalent to 10% of annual rental income. Officers set out that Haringey's reserve balance was set at a higher level than was set out in the guidelines, and that there was a significant contingency in place.
- c. The Panel sought clarification around the reasons behind the slippage in the capital programme. In response, officers advised that 55% of the allocated capital spend was spent last year. There were two key areas where there were slippages. The first was delays to work in two major blocks, which were awaiting approval from the Building Safety Regulator. The second area of slippage related to phase 2 works coming in at an increased cost. This required external assurance around the additional cost, which caused delays.
- d. The Panel queried whether there was some learning to be taken forward about factoring in delays arising from legislative changes or from the creation of a new regulatory framework. In response, officers commented that it was difficult as it depended on the body or regulator in question. The delays in this instance were caused by a lack of qualified surveyors to carry out the works. The Cabinet Member commented that it seemed as though there had been no workforce plan put in place by the government to accompany the legislative changes.
- e. The Panel queried the personal financial limit that would make someone ineligible for social housing. The Panel also raised concerns about checks on ownership of foreign homes not being adequately undertaken and queried what checks were done in relation to owning a home overseas. In response, officers agreed to come back with a written response. **(Action: Jahed)**.
- f. The Panel queried the relationship between the projected £34.1m overspend and the £37m EFS loan that was secured from the government. The Panel requested clarification about where the £37m loan was reflected in the overall budget position. **(Action: Corporate Finance)**.
- g. The Panel raised concerns about the fact that the report highlighted that the £37m exceptional financial support may not be enough to cover the budget gap at year end, particularly given assurances that were provided previously on this. The Panel queried to what extent some of the additional revenue budget pressures could be attributed to delays in implementing the capital programme. The Panel also questioned how the projected overspend was so large at an early stage in the financial year. In response, officers commented that the Section 151 Officer was best placed to respond to questions about the size of overall projected overspend and the financial assumptions that were made as part of the overall budget. Officers commented that borrowing was seen as the last resort and that other sources of revenue would always be utilised first. Officers also stated that the position was a forecast and the £37m

- EFS had not been spent at this point. Assurances were given that the overall position was expected to improve by Quarter 2.
- h. The Chair commented that the overall budget position was a matter for the Overview & Scrutiny Committee and he directed members to focus their questions on the bits of the budget pertaining to housing.
 - i. In relation to the concerns raised about a failure to build new homes having an impact on temporary accommodation spend in the General Fund, the Cabinet Member clarified that the underspends in the capital programme related to refurbishment works, rather than TA.
 - j. The Panel sought clarification about the fact that the report identified that the monthly costs of TA were up 83% year on year, but that the total number of people in Nightly Paid Accommodation (NPA) was down. In response, officers clarified that there had been a reduction in private sector lease accommodation and that this had led to a knock on increase in NPA. The Director of Housing advised that the service had been targeting B&B accommodation with the aim of consolidating some of the provision and getting a reduced rate. It was commented that the service was also looking to do this with NPA in order to achieve in-year savings. In the longer term, it was commented, the Council was looking to acquire 250 properties to reduce the reliance on B&B and NPA accommodation, which were the most expensive forms of TA.
 - k. Officers confirmed that the numbers of NPA had increased from 1850 to 2150. Officers confirmed that the units would be used, rather than them being available if the Council needed them. The cost of NPAs had increased by 18% since the budget was agreed, the underlying cost assumption in the budget was that costs would increase by 10%. The overall numbers in B&B had reduced. Officers provided assurances that detailed financial modelling was undertaken and that this led to an increase in the corporate contingency within the budget. External assurance had been carried out on the modelling and the assessment of the modelling used was overwhelmingly positive. In addition, the service was reviewing its future forecasting on a monthly basis going forward.
 - l. The Chair sought clarification about the acknowledgement in the report around a key future risk relating to the legal disrepair budget of £2.7m. In response, officers advised that there had been a 20% reduction in new cases coming through. The commentary in the report reflected new legislation that was coming through and the associated risk that this could lead to a wave of new disrepair claims against the Council.

RESOLVED

That the report was noted.

256. CORPORATE DELIVERY PLAN Q1 2025/26 PERFORMANCE UPDATE

The Panel received a report which provided an update at Q1 on the Council's progress against the actions outlined in the Corporate Delivery Plan (CDP) 2024-2026. The report was introduced by exception by Jahedur Rahman, Director of Housing and Christian Carlisle, AD Asset Management, as set out in the report at pages 187-245.

The Panel noted that there was one indicator that had a red RAG rating for Housing and this related to delivery of retrofitting improvements to the Council's Housing stock,

which was red in relation to the budget, due to reliance on external funding. The Panel sought clarification about whether there were going to be improvement works carried out to blocks, some of which had not had any works done in a generation. In response, officers advised that works would be carried out where there was a dedicated programme in place i.e. if there was decency work being done or works to high rise blocks, but other than that, not at this stage.

RESOLVED

That the high level progress made against the delivery of commitments as set out in the CDP 2024-26 at the end of June 2025, was noted.

257. HOUSING IMPROVEMENT UPDATE

The Panel received a presentation which provided an update on the Housing Improvement Programme which included; the voluntary undertaking to the Regulator of Social Housing, safety and compliance, Decent Homes, and damp and mould. The presentation was introduced by Jahedur Rahman, Director of Housing as set out at pages 247-279 of the agenda pack. Christian Carlise, AD Asset Management and Scott Kay, AD Repairs and Compliance were also present for this item, along with Cllr Sarah Williams, Cabinet Member for Housing and Planning. The following arose in discussion of this item:

- a. As part of the voluntary undertaking to the Regulator of Social Housing, the Council undertook a commitment to improve in ten key areas. The Director of Housing advised the Panel that the Council had met those ten commitments and the next step was for this to be validated by external auditors.
- b. The Panel sought clarification about the extent to which the service was affected by delays within the courts, in relation to getting a Court Order to access a property. In response, officers advised that it varied from month to month. There was no permanent backlog, but some months there were more cases that the service would like to put through than the courts were willing to accept.
- c. In response to a question about whether going through the courts was expensive, officers advised that it depended on the type of order that was being sought. This varied from a few hundred pounds for an EPA warrant to very expensive for an injunction. Officers also commented that for gas safety certificates and electrical safety certificates, they undertook warrant applications were possible as this was quicker and more cost effective. A trial of electrical warrants had resulted in 40 warrants, which resulted in 19 being enforced to date.
- d. The Panel queried the table of FRA Overdue Actions and questioned what the Pennington's figure related to. In response, officers advised that Pennington's were an external company that the Council brought in to conduct a review of its housing stock, following the ALMO being brought back in-house. Following that review, the Council self-referred itself to the Regulator of Social Housing in January 2023. The table showed the number of fire safety actions that were outstanding at the point of Pennington's completing an internal review, the point that the Council referred itself to the Regulator and the current position as of 2nd September.

- e. The Panel was advised that the achievement of 100% homes being brought up to the Decent Homes Standard was part of a five-year plan and the profile of the number of homes being brought up to decency each year was agreed with the regulator. In year one, the target was for 1000 homes to be made decent and the Council achieved 1600. In year two, 719 homes were made decent against a target of 700. The current position was that 80.65% of council homes were at the decency standard. Since the ALMO came in-house the non-decency position had gone from 31.83% to 19.35%. The Council was working toward 100% decency by the end of 2027/28.
- f. The Chair queried the fact that the profile of the delivery of 100% Decent Homes was backloaded over the period and sought assurances that the Council would be able to meet the ramping up of decency works that was required. In response, officers acknowledged that the profiling of work was backloaded and that this was based on a recognition that the Council did not have an adequate long-term supply chain in place to deliver the works. Officers provided assurances that they expected that the target of 100% would be met by the end of 2027/28. Officers advised that a lot of the focus over the next three years would be around external works and that the Council was well on the way with internal Decent Homes work.
- g. In response to a follow up, officers advised that as part of the Asset Management Strategy agreed by Cabinet in December 2023, the Council set out its investment priorities within the HRA within three key areas; building safety; fire safety and decency. Officers gave assurances that the Council would ensure that the HRA had enough funding to fund these three areas, and that they would be prioritised above other areas of investment.
- h. The Panel queried whether the service understood the profile of the Decent Homes work that was left to do in terms of geographic location and clustering. In response, officers advised that they had a profile of the works which derived from the stock condition surveys that provided information on the condition each property and the works would be formulated on that basis. In order to achieve VfM, the service would also look at what other works could be done whilst the scaffolding was up on a particular block.
- i. The Chair queried the extent to which it was possible to be certain that all decency works could be carried out on time, given damp and mould and the fact that to some extent the extent of damp and mould was unknown. In response, officers advised that they had achieved 75% access to internal properties and 90% access to communal areas as part of the first programme and so they knew the condition of the vast majority of properties. In terms of the 25% that they were unable to access, these would be prioritised again this year as part of the rolling inspection of 20% of properties every year.
- j. In response to a query, officers commented that they had a stronger delivery partner in place through the presence of the partnering contractors. The Council would be working with four Tier one contractors across the borough to deliver the planned investment works. It was commented that it took nearly two years to get the contract in place and that once it was in place, the capacity existed to ramp up decency works in the later part of the five-year timescale.
- k. The Panel queried whether the contractors were in place. In response, officers advised that the Council was in the process of awarding contracts and mobilising works. It was expected that the works would begin in February/March 2026. The Council had two contracts in place on an interim

basis to carry out works whilst the new contracts were mobilised. The Chair noted that monitoring the performance of these contracts may be something that the Panel wanted to look into as part of the 2026/27 work programme.

- i. The Chair sought further information about the dedicated team in place for damp and mould cases and the extent to which an increase in demand had been modelled following the introduction of Awaab's Law as part of the Social Housing (regulation) Act 2023. In response, officers advised that the team had dedicated damp and mould surveyors in place who were able to respond within the required timescales. There were also dedicated contractors in place who had the capacity to take on additional work if needed. The service could also draw on other areas of the business to meet additional demand. Officers acknowledged that demand could increase as Awaab's Law became more well known. Assurances were provided to the Panel that there was sufficient capacity within the current team at present to meet expected demand.
- m. The Panel sought clarification on anecdotal accounts that the Regulator of Social Housing based their judgement on statistical evidence rather talking to residents. In response, officers advised that it would likely vary according to the inspection team. Officers advised that they would interview a number of senior figures within the organisation, attend meetings of the HIP Board, likely attend scrutiny panel meetings, attend resident engagement meetings and possibly do estate walkabouts. The Director of Housing advised that the service carried out a mock inspection last year to look at how the organisation would meet the new regulatory standards. Following that mock inspection, 48 actions were put forward, and the Council had been working on implementing these actions over the last 7 months.
- n. The Panel noted that the timelines for delivery were set out in the report as five days to start relevant safety work following an initial investigation and that works had to start within 12 weeks. Officers commented that there were prioritising working through a backlog of 300 existing cases before Awaab's law came into effect in mid-October. It was hoped that being able to reduce this backlog would allow the service to meet demand and the above timeframes. The Director of Housing commented that ultimately the service would have to see what the demand was like at the time of implementation.
- o. The Chair cautioned that, similar to a spike in legal disrepair cases, the service would likely see another spike following implementation of Awaab's Law.
- p. The Panel sought assurances about what the impact might be on other service areas from prioritising damp and mould and whether the Council might need to de-prioritise fire safety assessments for example. In response, officers advised that there would be no de-prioritisation of other areas of repair and that damp and mould was being prioritised on top of maintaining all of the other business areas.
- q. The Chair commented that in capturing the risks of non-compliance with Awaab's Law, it was also important to recognise that the biggest risk was to the health of Council residents.
- r. The Chair queried what the damp and mould vulnerability data was. In response, officers advised that the Housing service was working with Children's social care and Adults social care so that when colleagues in those services visited vulnerable people in their homes, they could make referrals to housing around damp and mould. There was a concern that some people with vulnerabilities might not be reporting it themselves. The Director of Housing

also advised that the service was triaging the information from Adults and Children's with its own housing data, to get a more holistic data set. It was also noted that there were a series of questions asked by staff when someone called to report damp and mould and the answers to these questions were used for internal analysis of the risks to those living there and the severity of the case.

- s. The Panel enquired about the extent which external contractors were used for damp and mould works and what was being done to build up the in-house capacity through the DLO. In response, officers advised that the internal Director Labour Organisation was made up of 120 trades operatives and that they carried about 70% of repairs, whilst the other 30% was contracted out. Officers set out that the intention was to continue to grow the DLO and to bring in new apprentices each year. A new Training Manager had just been recruited who would be responsible for bringing through the operatives through their apprenticeships.
- t. In response to a question, officers confirmed that other contractors across the Council had the ability to report damp and mould cases and that they were encouraged to do so.

RESOLVED

Noted.

258. WORK PROGRAMME UPDATE

RESOLVED

That the work programme was noted.

259. NEW ITEMS OF URGENT BUSINESS

N/A

260. DATES OF FUTURE MEETINGS

- 17 November
- 15 December
- 9 March 2026

CHAIR: Councillor Adam Small

Signed by Chair

Date

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Housing, Planning and Development Scrutiny Panel – Action Tracker 2025-26

2025-26 - 23 June 2025

No.	ITEM	STATUS	ACTION	RESPONSE
1	Housing Resident Impact Assessment	COMPLETED	The Panel requested that the guidance on the new arrangements for supporting the tenants associations be circulated via email	The Residents Association information pack was circulated to the Panel via email on 16 th September
2	Cabinet Member Questions	COMPLETED	The Panel requested a summary of survey feedback that was collected from tenants who had moved into new build properties.	<i>On 22 April 2025, Cabinet received a paper updating it on the progress of the Council Housing Programme (agenda item 22, p589) – link here: Agenda Document for Cabinet, 22/04/2025 18:30</i> <i>This report included a section summarising the resident satisfaction surveys that are carried out by the Engagement and Aftercare Team 12 months after the residents have moved into their new homes: “Post completion project quality review and final accounting (Gateway 5)” (at s7.15-s7.21, on p595-p597).</i> <i>Four schemes were reported on in this report (Rosa Luxemburg Apartments (103 council homes), Mountview Court (4 council homes), Scales Road (4 council homes), and Romney Close (3 council homes).</i> <i>The Gateway 5 (GW5) reports were appended to this report, from p607-p637.</i> <i>With the completion of new council homes a rolling programme, the Engagement and Aftercare Team carries out the 12-month resident satisfaction (GW5) surveys on a rolling basis throughout the year.</i>

3	Cabinet Member Questions	Ongoing	The Panel enquired about the Affordable Energy Strategy and whether there were any plans to renew this when it expired	Officers have advised that this is due to be renewed and that some initial work has been undertaken around reviewing the existing strategy as well as outreach work with community, RSL's, Public Health etc. As part of a restructure, the Fuel Poverty function has been transferred from Carbon Management into Customer Services. Further Information on indicative timescales for the renewal of the strategy is outstanding.
4	Cabinet Member Questions	COMPLETED	The Chair commented that people being able to sublet a room in their home may act as a disincentive towards them downsizing and requested a written response on the number of residents who sublet a room.	Officers have advised that this is not something that they are able to provide accurate data on. Tenancy audits would pick up whether a bedroom was being used. Single occupancy is recorded and officers would check whether if permission had been granted as part of the audit. Requests for subletting are not as common as they used to be.

23rd September 2025

No.	ITEM	STATUS	ACTION	RESPONSE
5	KPI Update	COMPLETED	The Chair requested that future standing KPI updates included information on the number of legal disrepair cases.	Legal Disrepair Claims are managed via an internal process between our Repairs Service and Legal Services. Due to the unpredictable nature of claim volumes, we do not have KPI's attached to legal disrepair claims. Where a disrepair claim is made, surveyors are appointed to agree a schedule of works for the works to be undertaken. Where an agreement cannot be made, this is referred to our legal team and resolved through litigation. Legal Service and Housing Services meet once a month to review overall case progress, however we are unable to share case progress due to the sensitivity and legal privilege of these cases. The HRA business plan outlines the provision made each year to deal with legal disrepair claims.
6	Q1 Finance Update	COMPLETED	The Panel asked for a written response on what the financial limit was in terms of assets that a person could have and still be eligible for a council home. The Panel also sought assurances that the organisation carries out checks on whether people own a property overseas and that these checks were routinely carried out.	Under 3.5 of the Council's Housing Allocation Policy, households that have total savings over £50,000 or £100,000 if an applicant is of pensionable age, will not be included on the Council's Housing Register and will not be offered accommodation, subject to exceptions set out in the Policy. Under 5.8.1 owner occupiers applicants who own other residential property All offers of accommodation made through the Housing Register are subject to verification checks either having already been completed or being completed prior to a formal offer. These checks include verifying an applicant's address history for 6 years and their income and savings.

				Property ownership Proof of address such as bank statements, utility bills etc will be required to confirm address history and any gaps or failure to provide evidence will be investigated further, as will links to properties identified through credit checks that have not been mentioned as part of the application. Only where there is some indication that a person has lived or owned property abroad would proactive checks be carried out into this. Whilst the UK Land Registry offers a reliable and easily accessible tool to check property ownership in the UK, every country will have their own systems for establishing property ownership. These are often, fragmented, difficult to access and of varying reliability. Therefore, unless there is information to suggest possible overseas property ownership, it isn't feasible to make generalised proactive checks. Financial checks The verification process will include credit checks and requesting statements for bank accounts linked to the applicant. Where this reveals savings greater than the threshold or substantial withdrawals that suggest the applicant may have disposed of savings above the threshold, a formal offer will not be made.
6	Q1 Finance Update	COMPLETED	The Panel queried the personal financial limit that would make someone ineligible for social housing. The Panel also raised concerns about checks on ownership of foreign homes not being adequately undertaken and queried what checks were done in relation to owning a home overseas.	The projected overspend is based on a series of assumptions, with projections reviewed and updated monthly. Providing projections is based on the most up to date information at the time. Services are required to identify risks and opportunities to the financial position and manage any risks throughout the year. <u>Budget Planning 2025/26</u> Work began on setting the 2025/26 budget early in the 2024/25 financial year. This process consisted of the Council's leadership team working together to collectively understand the budget

			position and what is driving the spend, share information across directorates and develop a number of cross - directorate and directorate specific savings proposals to address the financial challenge. The estimated pressures are based on a series of assumptions with the best-known information at the current time. Many of these assumptions will carry risk and uncertainty and therefore for demand led services, such as social care and housing, scenario planning is undertaken to identify a best case and worst-case scenario before a judgement is made and forms the basis for estimating future service pressures. All assumptions remained under review, with the 2024/25 Month 8 forecasts were used to inform the most up to date, realistic and reliable estimates of service pressures to set the budget for 2025/26. Given the increase in pressures the council faces, the council must significantly reduce expenditure. We are holding a corporate contingency of £10m to manage risks but our estimates of demand and price in some areas have outstripped the assumptions we made when the budget was set. All services reviewed non-essential spend to bring down the 2024/25 overspends and at the same time developed proposals for reducing spend and increasing income for 2025/26. However, the stricter controls that are now in place only came into effect from April. To set the budget for 2025/26, £37m EFS was required. There is a need to plan for uncertainty as the future is unknown when formulating the budget. As mentioned above 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. The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council
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				has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. The Council's Section 151 Officer has acknowledged that the Q1 position demonstrates that there is more to do when Budget Planning, however it should be noted that the 2025/26 budget was set based on the most up to date info at the time and service pressures increased by the end of 2024/25, which resulted in a year end 2024/25 service overspend of £37.8m.
7	Q1 Finance Update	COMPLETED	The Panel queried the relationship between the projected £34.1m overspend and the £37m EFS loan that was secured from the government. The Panel requested clarification about where the £37m loan was reflected in the overall budget position.	The report to Cabinet in February 2025 acknowledged the service pressures facing the council, with £56m additional budget allocated to services in 2025/26, primarily, adults and children's social care and temporary accommodation. This additional budget is included in the Q1 General Fund Revised Budget of £314,383 (see table 1 in the Q1 report) and is only possible by assuming a £37m use of Exceptional Financial Support (EFS). This is shown as a separate line in the revenue budget under "funding" and also within the capital programme. The projected Q1 overspend of £34.1m is on top of the assumed use of EFS. Any EFS not funded through capital receipts, the financing cost of the use of EFS will be charged to the Capital Financing Charges Budget (see table 1 in the Q1 report).

Housing Services

Key Performance Indicators

September 2025

Summary of September 2025 performance:

Highlights:

- The percentage of Homes made Decent increased to 81.1% for Quarter 2 and remains above target.
- Fire Risk Assessments achieved 100% compliance for September 2025.
- Gas compliance increased slightly to 99.89% and remains within tolerance levels.
- Asbestos re-inspections were 100% complaint at the end of the period.
- LOLER lift inspections remains static at 100% from last month.
- Water Risk Assessments increased and is now at 100% compliance.
- Rent collection for General Needs and Sheltered Housing increased slightly and remains above YTD target for September.
- Communal fire points Health & Safety checks for Supported Housing has maintained 100% since the beginning of this year.
- Support Plans compliance remained static at 97.2% as reported last month and remains within tolerance levels.

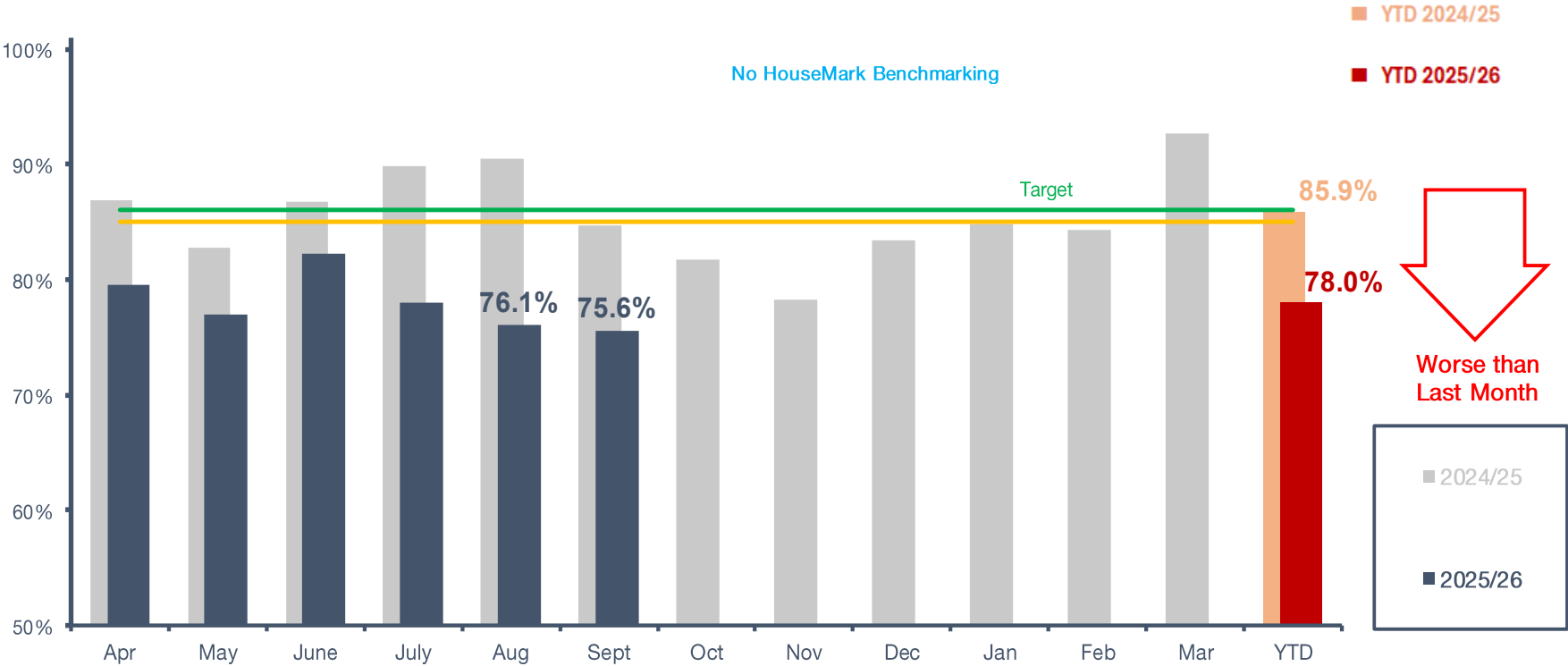
Areas of concern:

- Satisfaction with last repair and first- time fix remain below target.
- Voids performance is currently out of the profiled target as the voids increased to 287 from 271 in the last period.
- The % of rent collected for temporary accommodation has increased to 92.4% YTD September, but remains below target.
- Leaseholder Service charges collection decreased to 60.3%
- Estate gradings decreased to being below target from within tolerance last month.
- A delay in tenancy audits being loaded onto NEC has impacted performance in this area and is below the target profile but increased by 100 audits during September.

What is your overall satisfaction with your last repair? (excludes Out Of Hours repairs)

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Housing Improvement Team
Adults, Housing & Health



Target	Sept	YTD	2024/25
86.0%	75.6%	78.0%	85.9%

Monthly Metrics:	
Satisfied:	161
Surveyed:	213

- This KPI is assessed as Red ragged for September 2025. An exception commentary has been provided by the Head of Service on the next slide.

What is your overall satisfaction with your last repair?

This dip in performance can be attributed to the type of repairs that have been completed by the team at this time.

We have been working through some complex repairs and as they are completed we expect satisfaction levels to drop given the time that has elapsed since the repair was first reported.

Residents have also reported extended wait times on the repairs telephone line which is impacting this measure.

We are working with the Resident Advisory Panel (RAP) to improve the Customer journey. This work is being progressed because there are challenges with reporting and reviewing a repair. The customer contact centre have reported challenges with call handling and the improvements to the digital offering for repairs has been delayed. Customers do not differentiate between the two teams and poor service levels will have an impact on the satisfaction with the repairs service.

The team continue to look at the information in detail to establish if there are other arising issues, other than the time taken to repair, or the challenges in reporting or reviewing a repair which are impacting on the satisfaction levels.

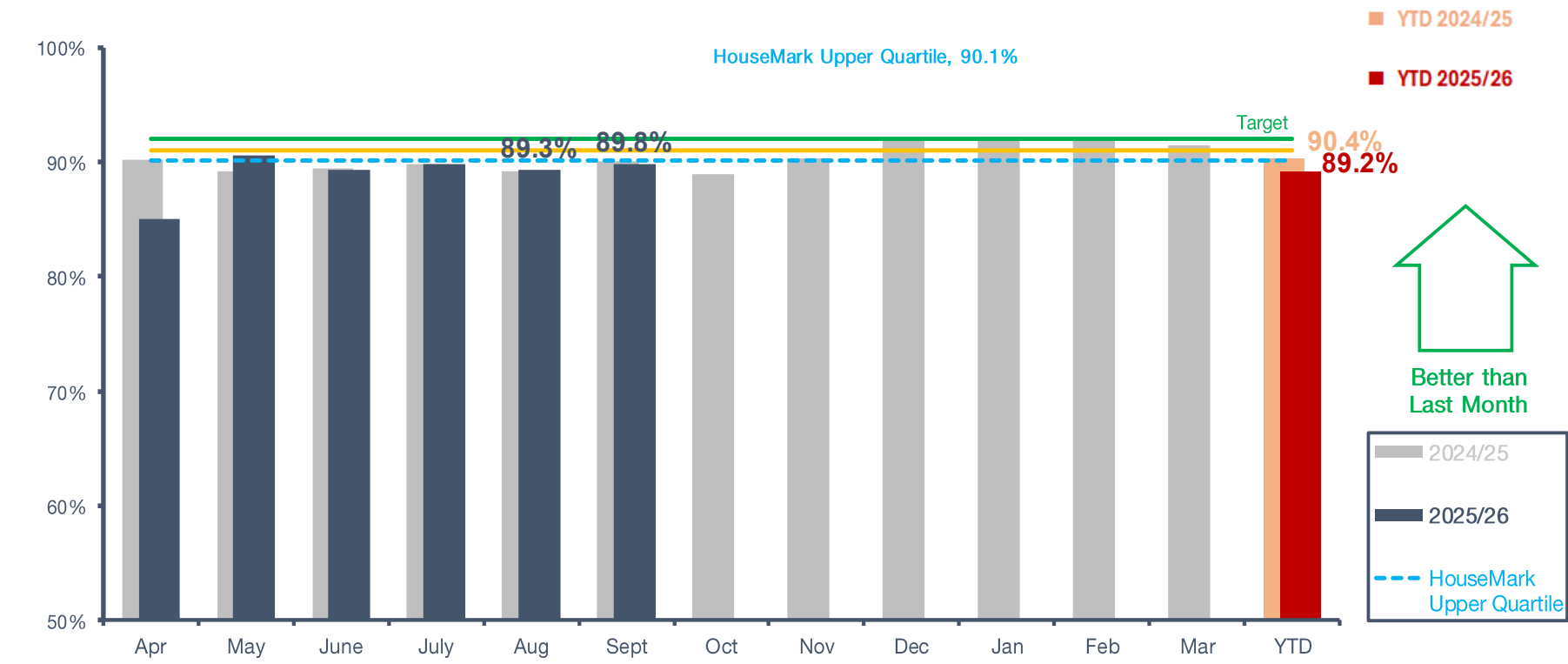
HMPI 100



% of all repairs first time fixed (not including programmed works)

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Adults, Housing & Health



Target	Sept	YTD	2024/25
92.0%	89.8%	89.2%	90.4%

Monthly Metrics:	
First Time Fix:	3,230
No. of Repairs:	3,597

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- This KPI is assessed as Red ragged for September 2025. An exception commentary has been provided by the Head of Service on the next slide.

% of repairs first time fixed (not including programmed works)

This dip in performance can be attributed to the type of repairs that have been completed by the team at this time.

We have been closing complex repairs and satisfaction is impacted due to length of time it takes to complete these repairs. In some cases, we have been awaiting specialist parts or contract support to complete the repair.

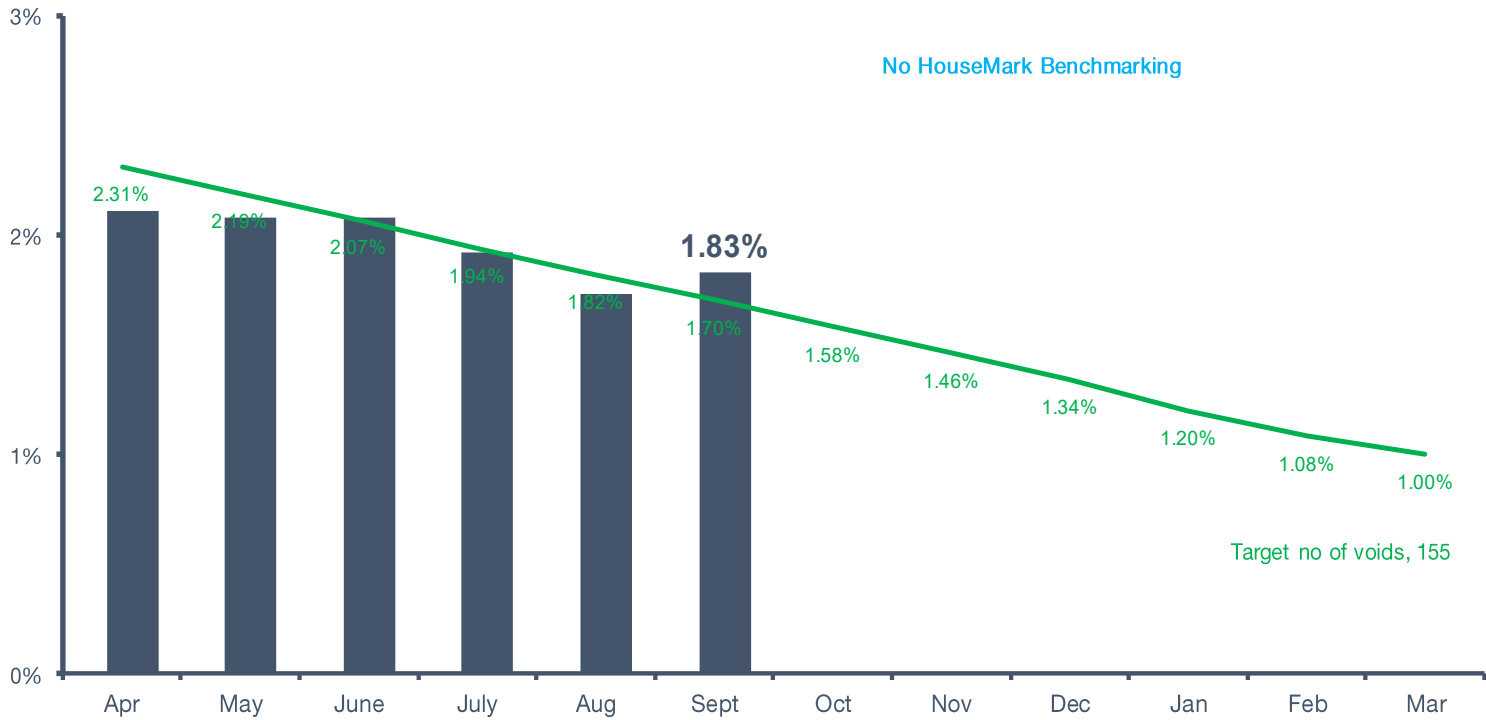
In other cases, the delays encountered as a consequence of health and safety requirements can lead to frustrations for our tenants and prevent us achieving first time fix targets. Specifically, the management of asbestos has proved more challenging with our plumbing team because a proportion of our pipe work is located behind panels which may contain asbestos. We have a good process for the identification and removal of asbestos, but this will require multiple visits to the property.

We are very close to target and aligned to the performance of the same time last year, but we would like to be meeting target, and we are looking to find out if there are trades/works which are impacting the performance so we can focus our attention on trying to restore performance trends.

GN& SH voids as % of stock (GN & SH stock only)

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Adults, Housing & Health



Target	Sept	YTD	2024/25
1.00%	1.83%	1.83%	NEW

Monthly Metrics:	
Total Voids:	287
Stock:	15,689

Page 23

- 1% target (155) based on 2024/25 stock number average 15,491. Voids baseline figure 377.

GN and SH voids

At the start of 2025/26, the Housing Service set a target of reducing GN and SH voids to less than 1% of the stock, making the target of reducing voids numbers to 155 by the end of March 2026 based on the 2024/25 stock number average.

The voids figure at the start of 2025/26 was 377 voids and the service has reduced the number of voids to 287 at the end of September.

After several months of being within target, there was an increase in new voids received in September partly due to Tenancy Management audits and terminations processed for evictions; deaths and properties vacated after neighbourhood moves to new build properties.

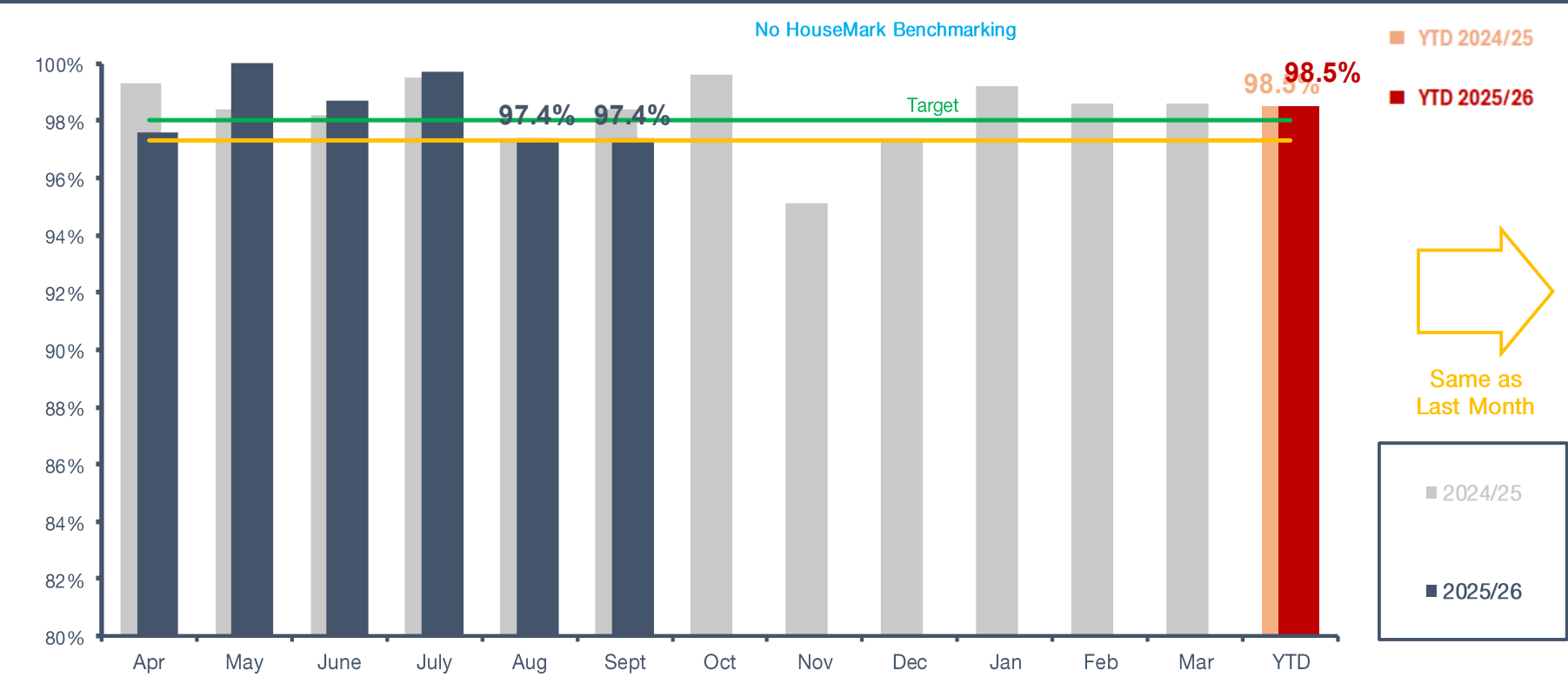
There was also a decrease in properties marked ready for let due to issues with contractor clearances; properties requiring more significant works; and absences within the team.

We are working to address these issues through our ongoing performance management meetings that monitor the weekly internal target for HRS and external target for our contractors and are working with the service to identify any further support that is required.

% of Emergency (& OOH made safe) repairs completed within timescale

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Housing Improvement Team
Adults, Housing & Health



Target	Sept	YTD	2024/25
98.0%	97.4%	98.5%	98.5%

Monthly Metrics:	
In Time:	265
No. of Repairs:	272

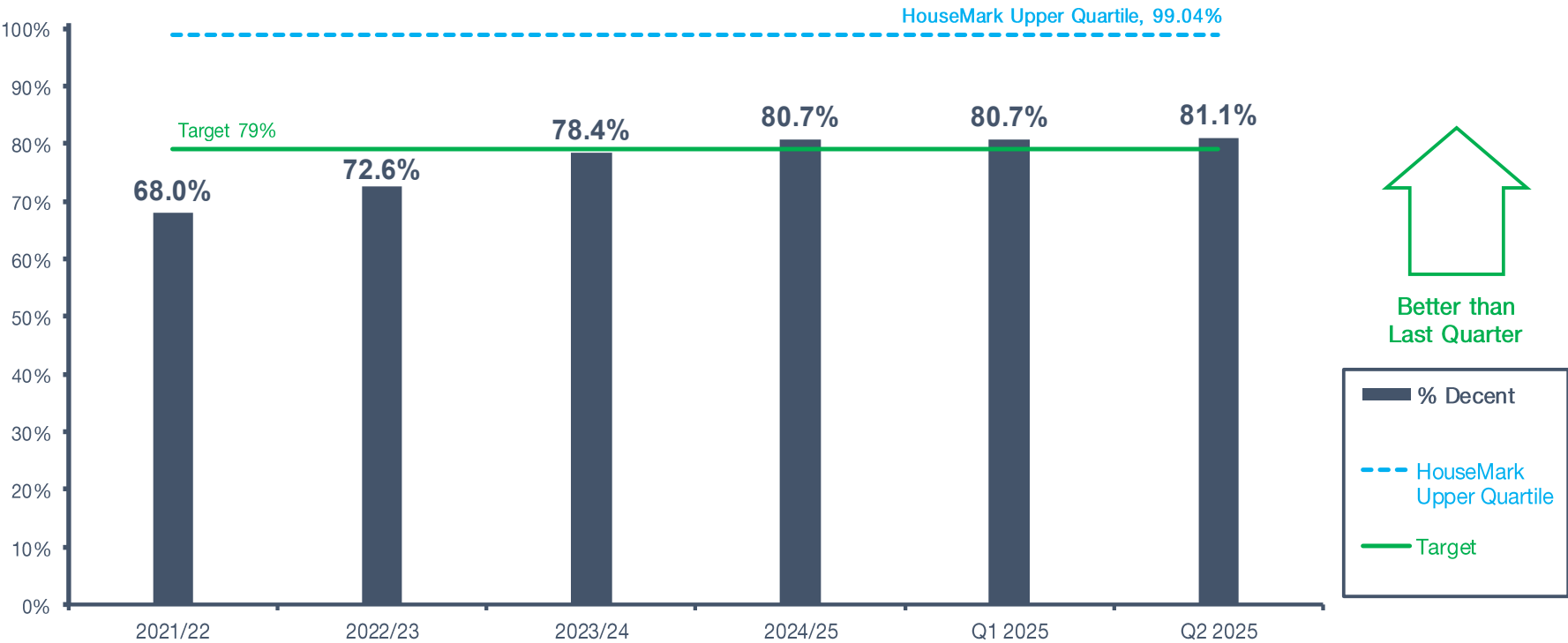
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- This KPI is assessed as **Amber** ragged for the month of September 2025.

Percentage of Decent Homes

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Adults, Housing & Health



Target	Q1 2025	Q2 2025	2024/25
79%	80.7%	81.1%	80.7%

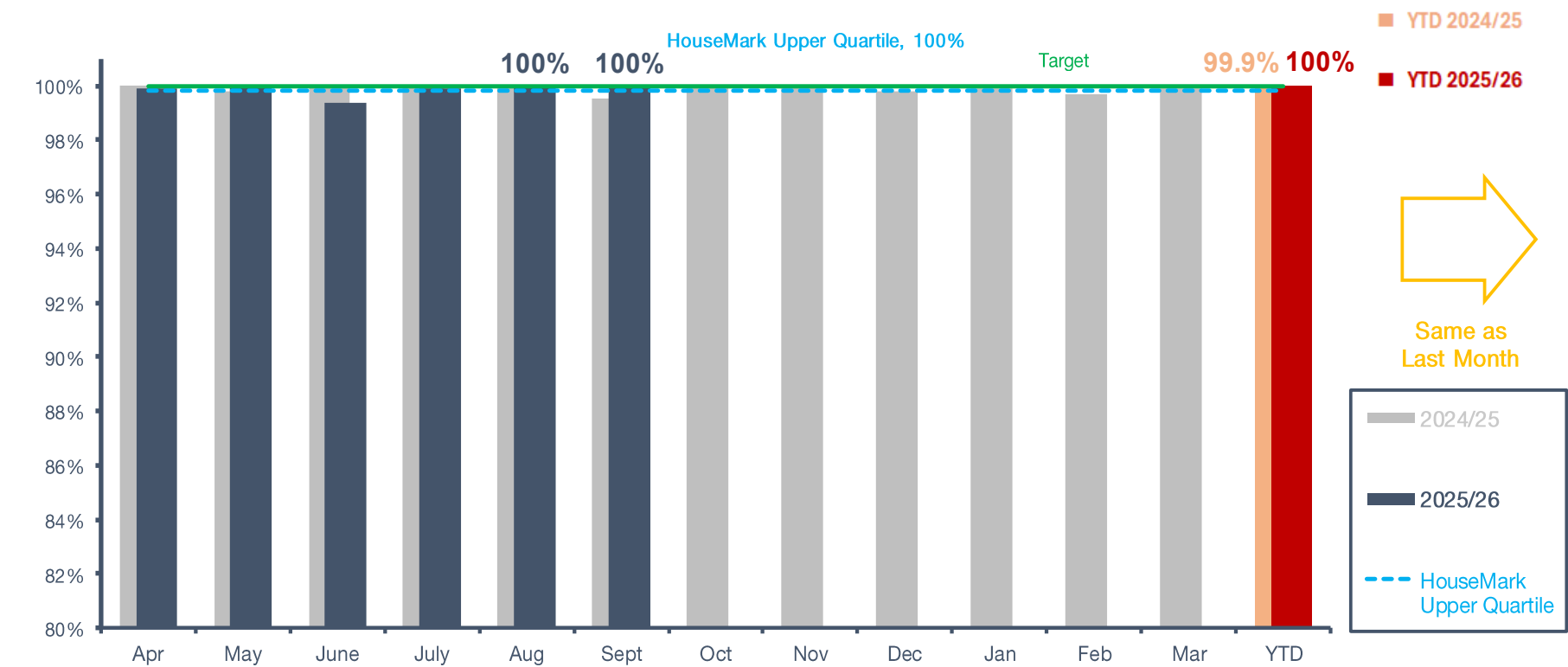
Annual Metrics:	
No. Decent:	12,588
Total Stock:	15,521

- This KPI is assessed as **Green** ragged for Quarter 2, 2025.

Fire Risk Assessments

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Target	Sept	YTD	2024/25
100%	100%	100%	99.9%

Monthly Metrics:	
No. Compliant:	1,634
Total FRAs:	1,634

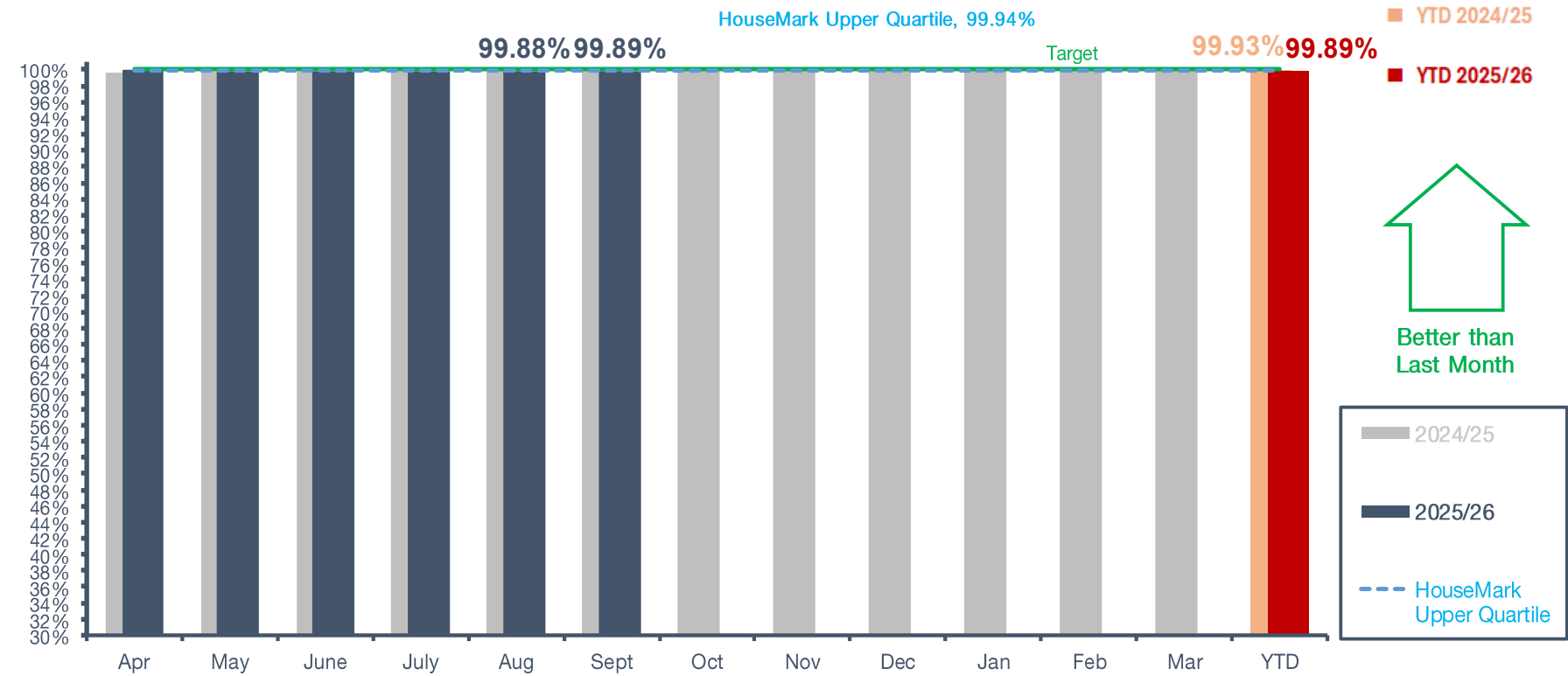
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- This KPI is assessed as **Green** ragged for the month of September 2025.

% of properties with valid gas certificate - Council properties (GN, SH & HOS only)

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Target	Sept	YTD	2024/25
100%	99.89%	99.89%	99.93%

Monthly Metrics:	
No. Compliant:	13,619
Total:	13,634

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- The KPI has been assessed as **Amber** ragged for the month of September 2025. A commentary has been provided by the Head of Service on the next slide.

Gas Compliance

17 x LGSRs have been reported as expired at the end of September 2025.

August total number of properties = $14,874 - 21 = 14,853 + 19 = 14,872$

September total number of properties = 14,872

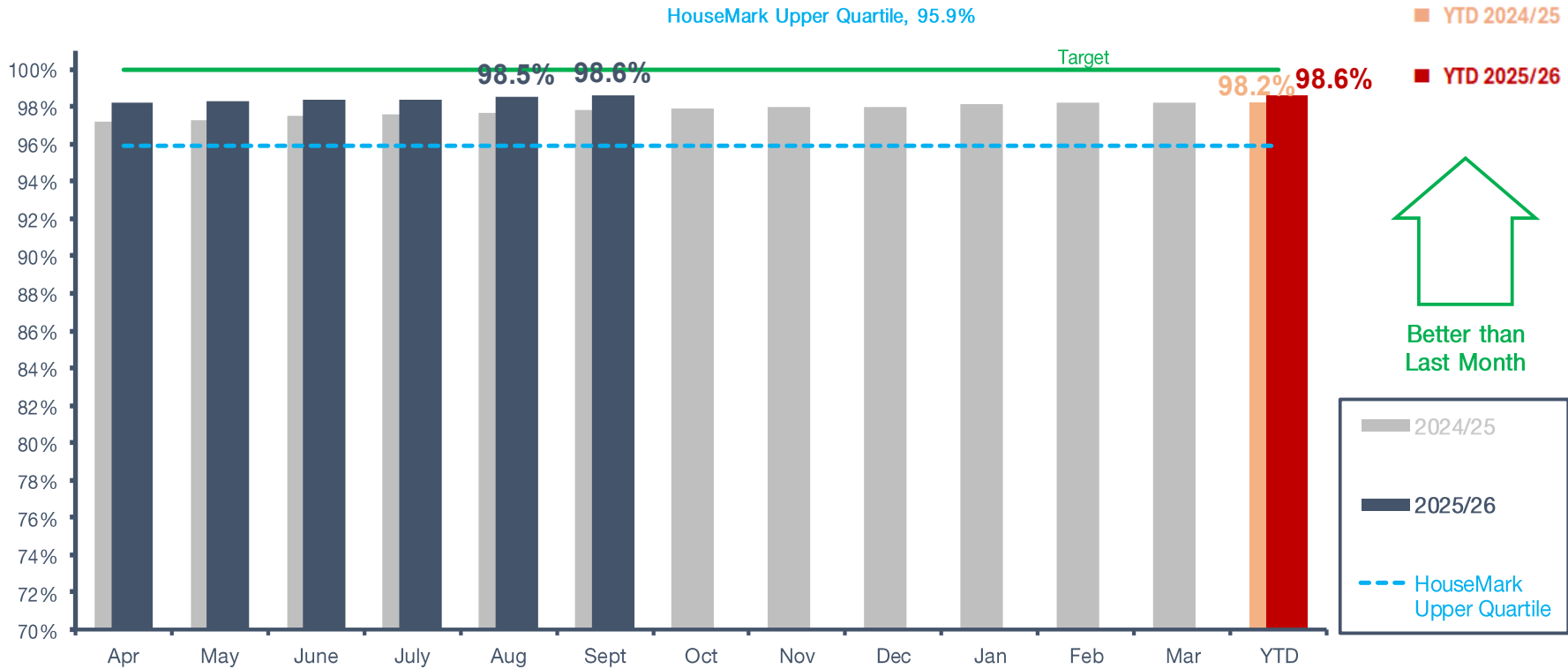
21 x properties have been removed (sold, PSL handbacks)

19 x HCBS properties have been added onto gas contract.

Domestic Electrical Inspection Programme

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Adults, Housing & Health



Target	Sept	YTD	2024/25
100%	98.6%	98.6%	98.2%

Monthly Metrics:	
No. Complaint:	15,462
Total Required:	15,688

- This KPI is assessed as **Red** ragged for the month of September 2025. A commentary has been provided by the Head of Service on the next slide.

Domestic Electrical Inspection Programme

Of the 15,688 Domestic properties (decrease in figures for sold/RTB). As of the end of September 2025 we have 226 properties which do not have a current EICR less than 5-years old, due to failed engagement with the resident and access being made available.

Of those, 226 have an EICR less than 10-years old, 23 having one greater than 10-years old.

All have had four letters including an invitation to make an appointment, two timed appointments, two missed appointment cards and a final warning letter.

All have been visited by the contractors RLO, have been called and texted, as well as having an urgent contact request fixed to the door.

Of the 226 overdue properties, 222 we still have no engagement from the residents despite continued efforts. 4 x addresses have been issued to Legal to prepare warrants applications.

All have had a further and final warning letter, prior to finalising the legal packs. Within the above we have identified 110 residents with disabilities or vulnerabilities and are making every effort to work with support services to gain access.

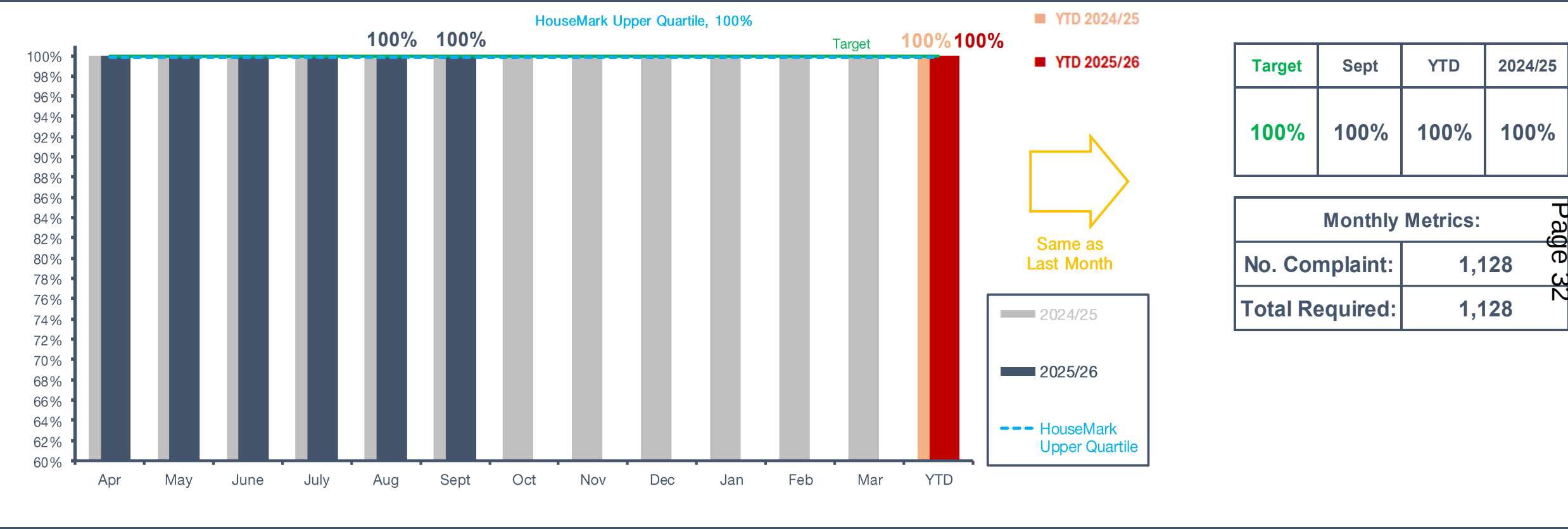
We are due to proceed with a further 20 properties with the Magistrates' Court, for 20 warrants of entry. Forced entry under warrant will be carried out we are doing 2 per day. We now have a further 20 warrants scheduled for Court with Legal for October.

There are also 802 communal EICRs in our programme (16,497 in total), all of which have a current EICR.

Number of blocks with a valid Asbestos Survey Re-Inspection (communal areas only)

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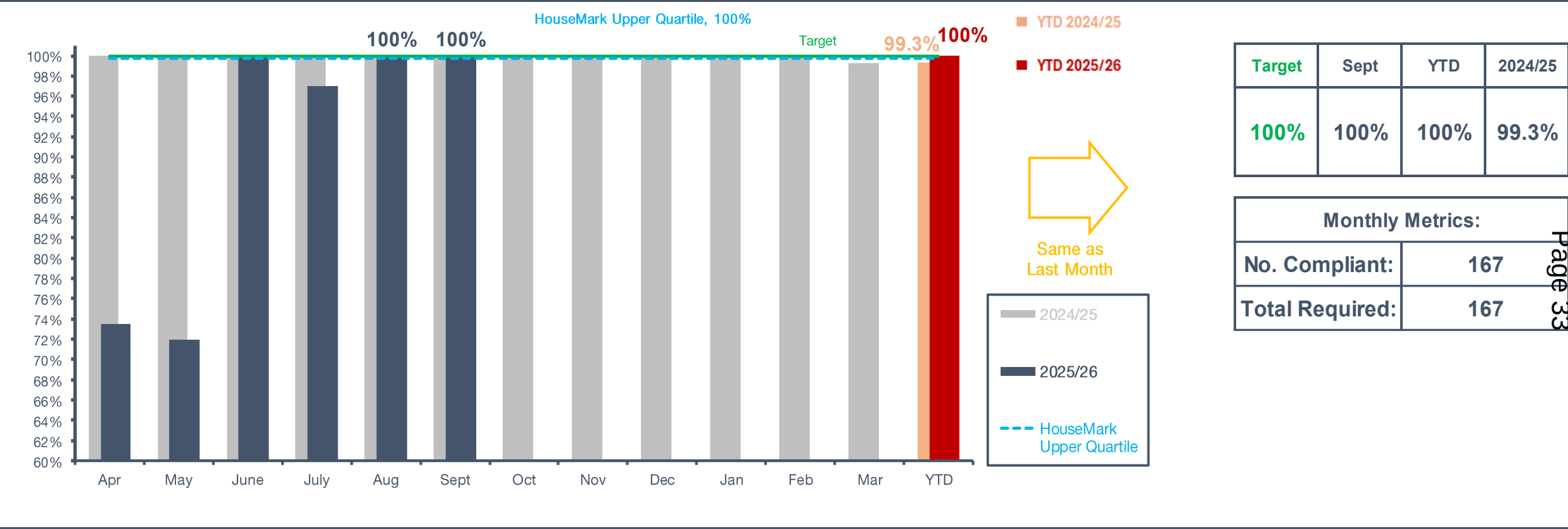
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- This KPI is assessed as **Green** ragged for the month of September 2025.

Passenger lift inspections (LOLER)

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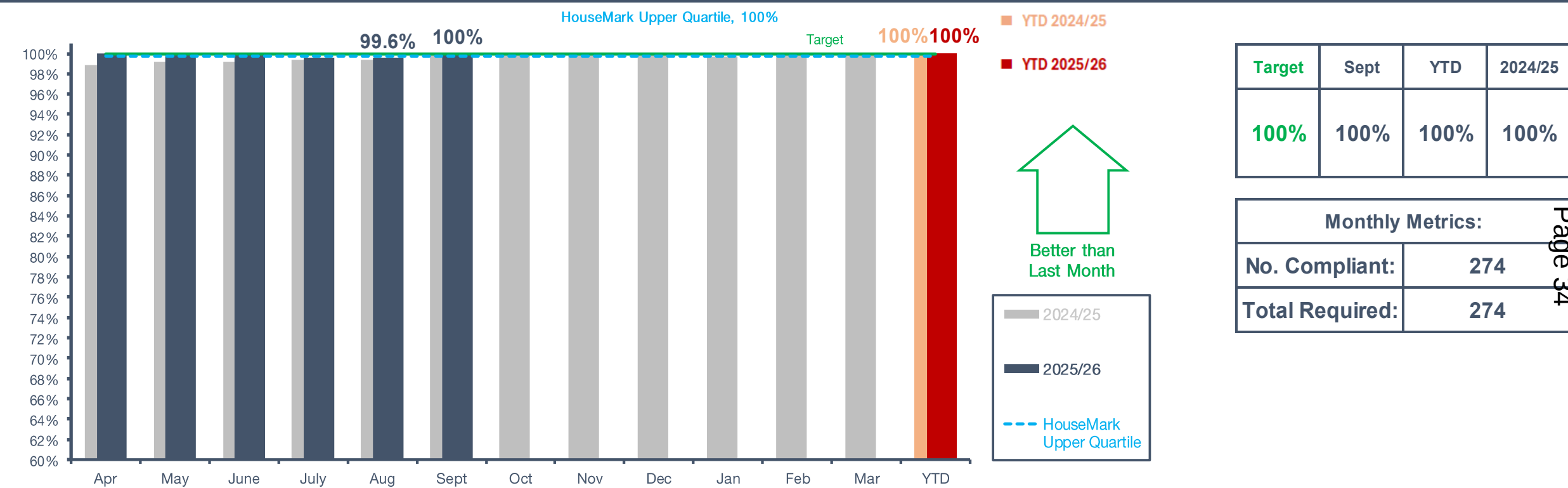


- This KPI is assessed as **Green** ragged for the month of September 2025.

Class A - Water Hygiene, Large scheme (whole building Risk Assessment)

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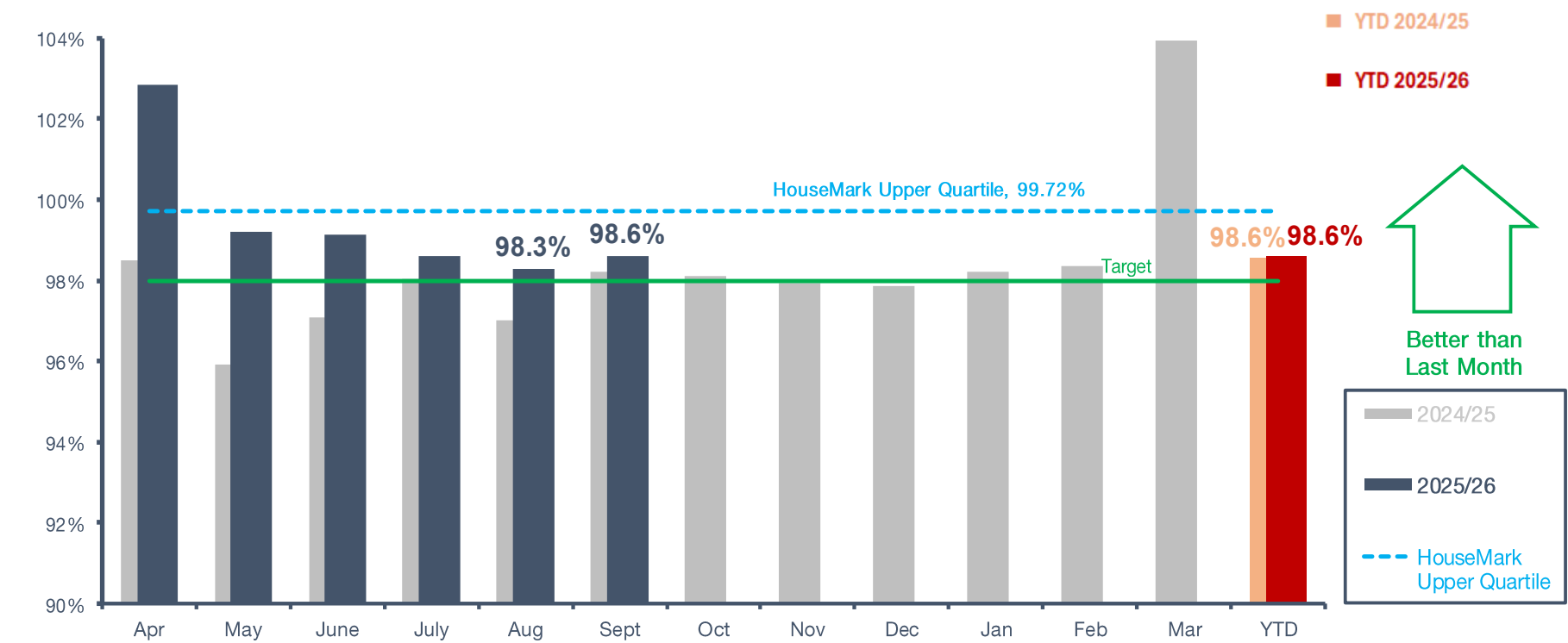


- This KPI is assessed as **Green** ragged for the month of September 2025.

% of rent and service charges collected (including arrears and excluding water rates) (GN & SH only) (YTD, not in-month)

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Target	Tolerance	YTD Sept	2024/25
98.0%	97.0%	98.6%	98.6%

YTD Metrics:	
YTD Collected:	£57,308,158
YTD Charged:	£58,116,382

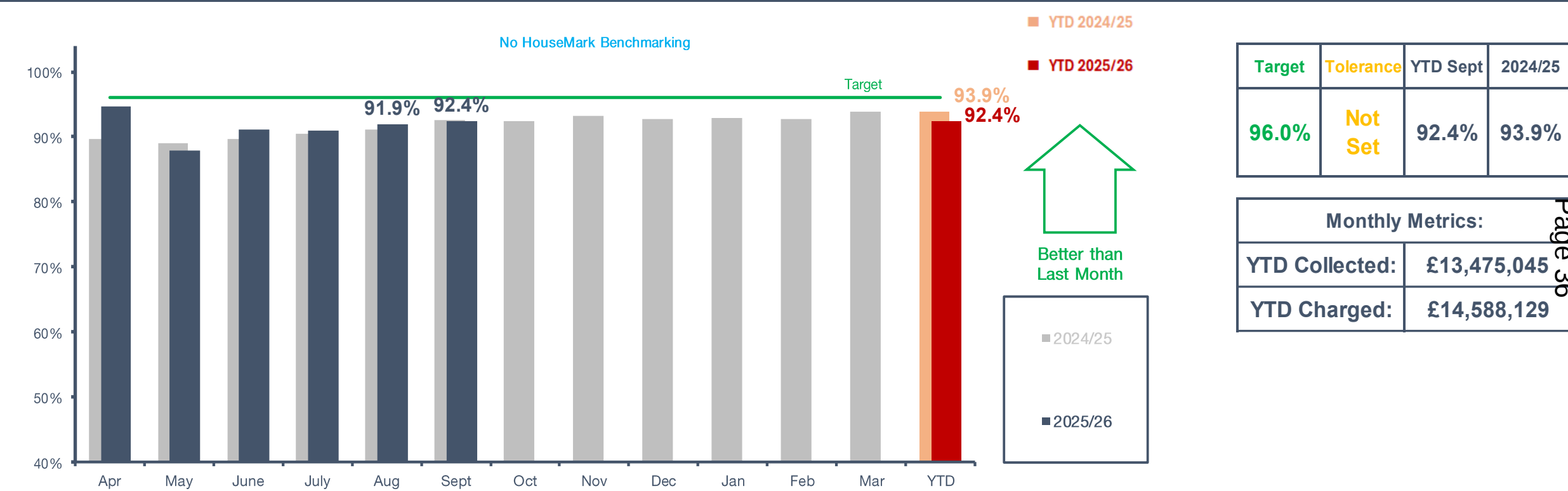
Page 35

- This KPI is assessed as **Green** ragged for the month of YTD September 2025.
- This indicator is measured as a year-to-date outturn (cumulative) not as an in-month collection rate.

The proportion of rent collected for all temporary accommodation (Annexes, Lodges & Council PSLs) (YTD, not in-month)

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- This KPI is assessed as Red ragged for YTD September 2025. This indicator is measured as a year-to-date outturn (cumulative) not as an in-month collection rate. An exception commentary from the Head of Service can be found on the next slide.

The proportion of rent collected for all Temporary Accommodation

Service commentary

Improvements in collection are noted.

Recruitment: 1 x Housing Benefit Liaison & Assessment Officer (agency) appointed with imminent start date. 1 x Income Management Officer (FTC) appointed and undergoing onboarding with HR.

Update on Sign up officers

New officers have started and are currently being inducted. Completion of Housing Benefit forms as part of sign up will commence from 27 October 2025.

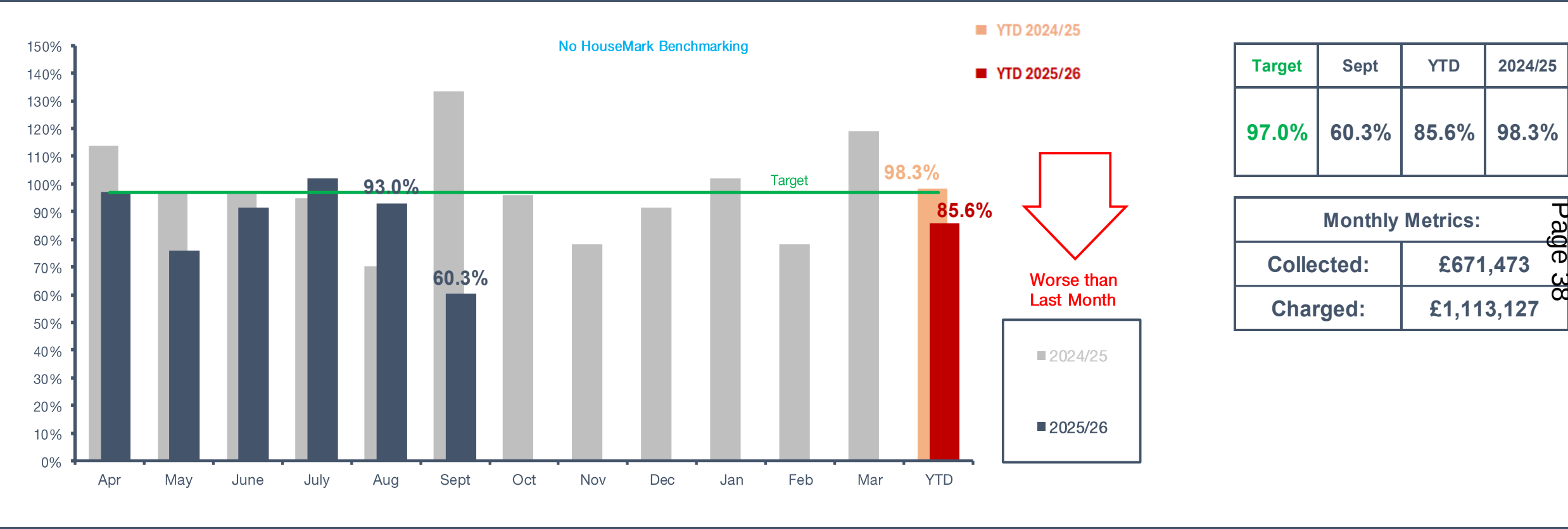
Activity in progress to improve performance

Overtime continues with HB assessments to curtail the negative impact of recruitment delays. Rent patch re-allocation to help us better manage collection activity is delayed due to Digital Services technical issues. This is work in progress and a temporary arrangement is in place.

% of day to day Leasehold service charges collected

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Adults, Housing & Health



Target	Sept	YTD	2024/25
97.0%	60.3%	85.6%	98.3%

Monthly Metrics:	
Collected:	£671,473
Charged:	£1,113,127

Page 38

- This KPI is assessed as **Red** ragged for the month of September 2025. An exception commentary from the Head of Service can be found on the next slide.

Percentage of day-to-day Leasehold service charges collected

Service commentary

The September performance is considerably lower than target, however the shortfall was anticipated due to the 2024-25 Service Charge Actual invoices raised in the month. A total of £1,729,429 in Actuals were raised and invoiced in September, a significant increase compared to £652,250 raised in January of the previous financial year. This represents an almost threefold increase year on year.

The 2024-25 Service Charge Actuals invoices were raised in September however Leaseholders received the booklets at the beginning of October. In accordance with the Direct Debit guarantee scheme, a mandatory 10 day's notice period in advance is required before any adjustments can be made to a Direct Debit. To ensure that we are compliant with this requirement the earliest date we can collect payment for the 2024-25 Actuals is November 2025. The delay in payment collection has had a direct impact on income performance for September.

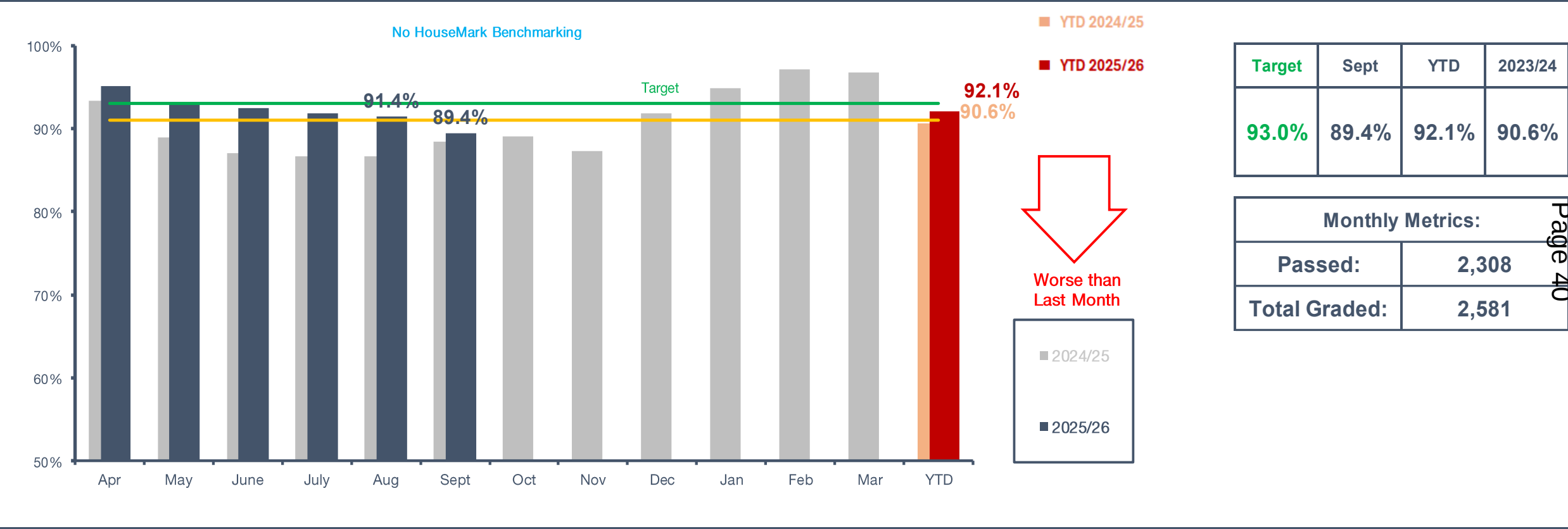
We anticipate an increase in the number of Leaseholders taking up Direct Debit as a method of payment. Direct Debit mandate forms were included with the 2024-25 Actuals and sent to all Leaseholders who do not currently use this payment method. A follow up reminder text message will be sent to Leaseholders to encourage completion and returning of mandates.

We are taking steps to improve performance collection rates by expanding the use of e-mails, text messaging and promoting Direct Debits. A business decision was made to give Leaseholders who receive an invoice of over £1,000 for their Service Charge Actuals 8 months to pay as opposed to the usual 6 months. This decision was made to support our Leaseholders as we recognise the actuals are significantly high this year and to ensure the recovery strategy is fair while recognising the wider financial pressures Haringey is facing.

% of estates grades at Excellent or Pass by Estate Services Team Leaders Overall Grade

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- This KPI is assessed as **Red** ragged for the month of September 2025. An exception commentary from the Head of Service can be found on the next slide.

% of estates grades at Excellent or Pass by Estate Services Team Leaders Overall Grade

Service commentary

Overall performance for Estates & Neighbourhoods in September was 89.4%, against a target of 93%.

External Areas

A drop of 0.3% in performance throughout September. No areas of concern, but overall performance remains just below target.

Grounds Maintenance

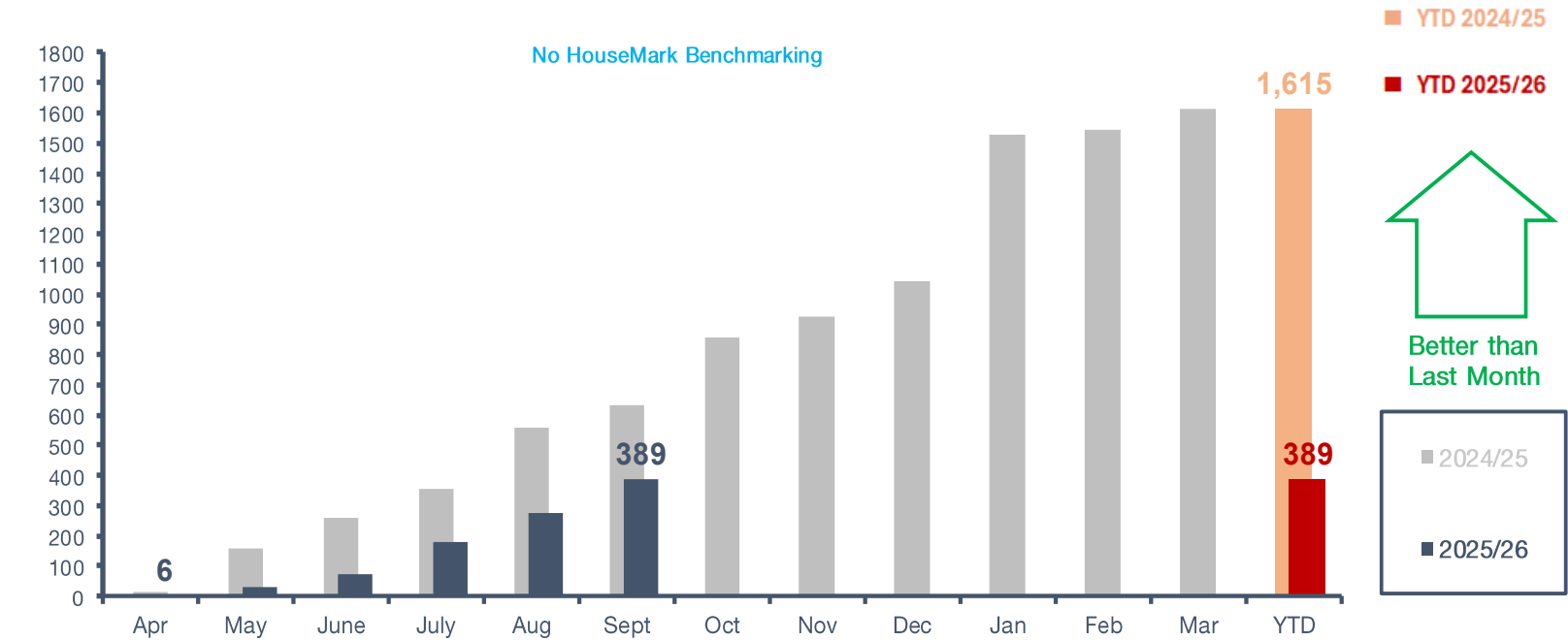
A drop in overall performance by 2.1% in September. Shrubs and Hedges remain an area of concern, despite improving on the previous month.

The drop in overall performance can be attributed to grass cutting, which saw the fail rate increase by 12.4% in September.

Tenancy Audits (cumulative)

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Target	Sept	YTD	2024/25
2,622	389	389	1,615

Monthly Metrics:	
Audits to date:	389
% completed:	15%

Tenancy Audits	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
No. Required	218	436	654	872	1,090	1,314	1,533	1,752	1,971	2,190	2,409	2,622
No. Completed	6	33	75	178	278	389	0	0	0	0	0	0

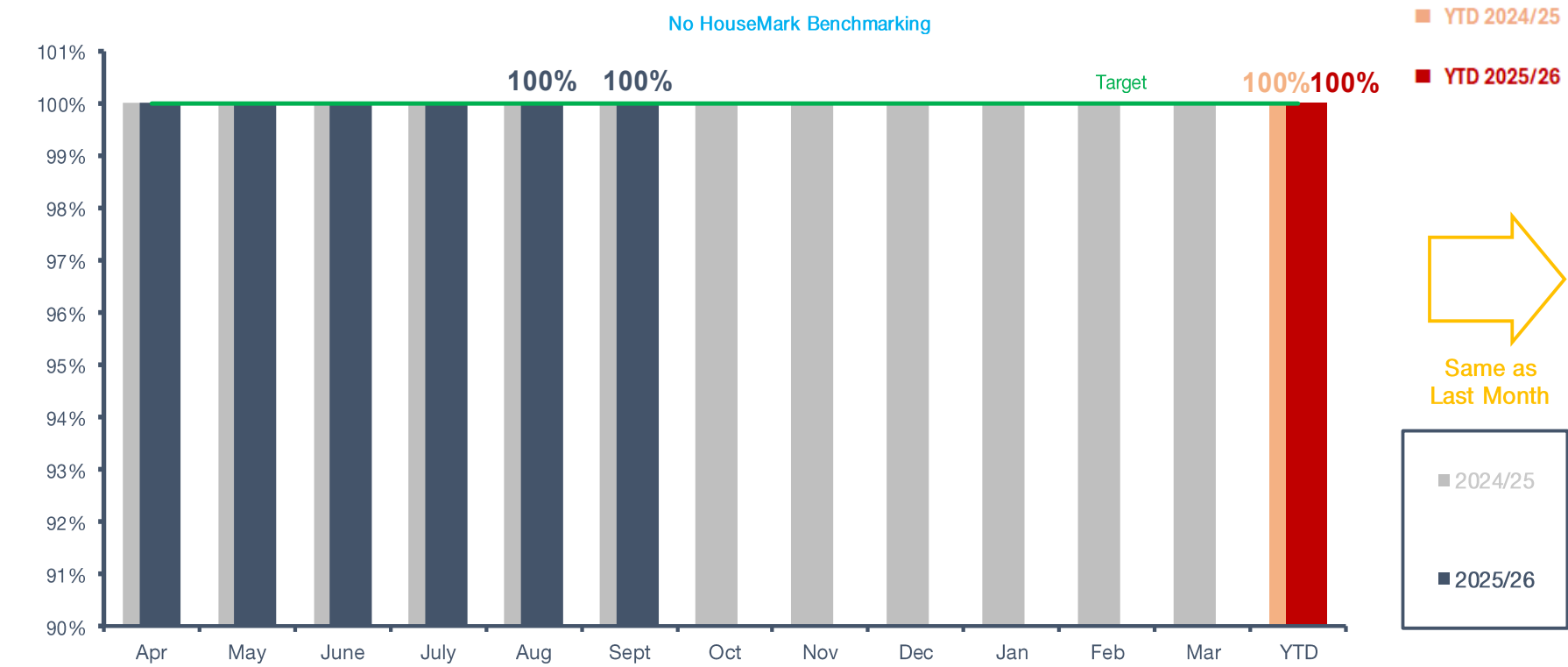
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- Each year, the service will complete the audits until all 15k properties have been audit checked. This represents 2,622 audits needed per year.
- There was an issue with the programme of tenancy audits being loaded late onto NEC. This issue was raised at Housing IT Board and the service have confirmed that the issue has been resolved so improved performance is expected in coming months.

Fire points Health & Safety Checks

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Adults, Housing & Health



Target	Sept	YTD	2024/25
100%	100%	100%	100%

Monthly Metrics:	
Compliant:	#
Total:	#

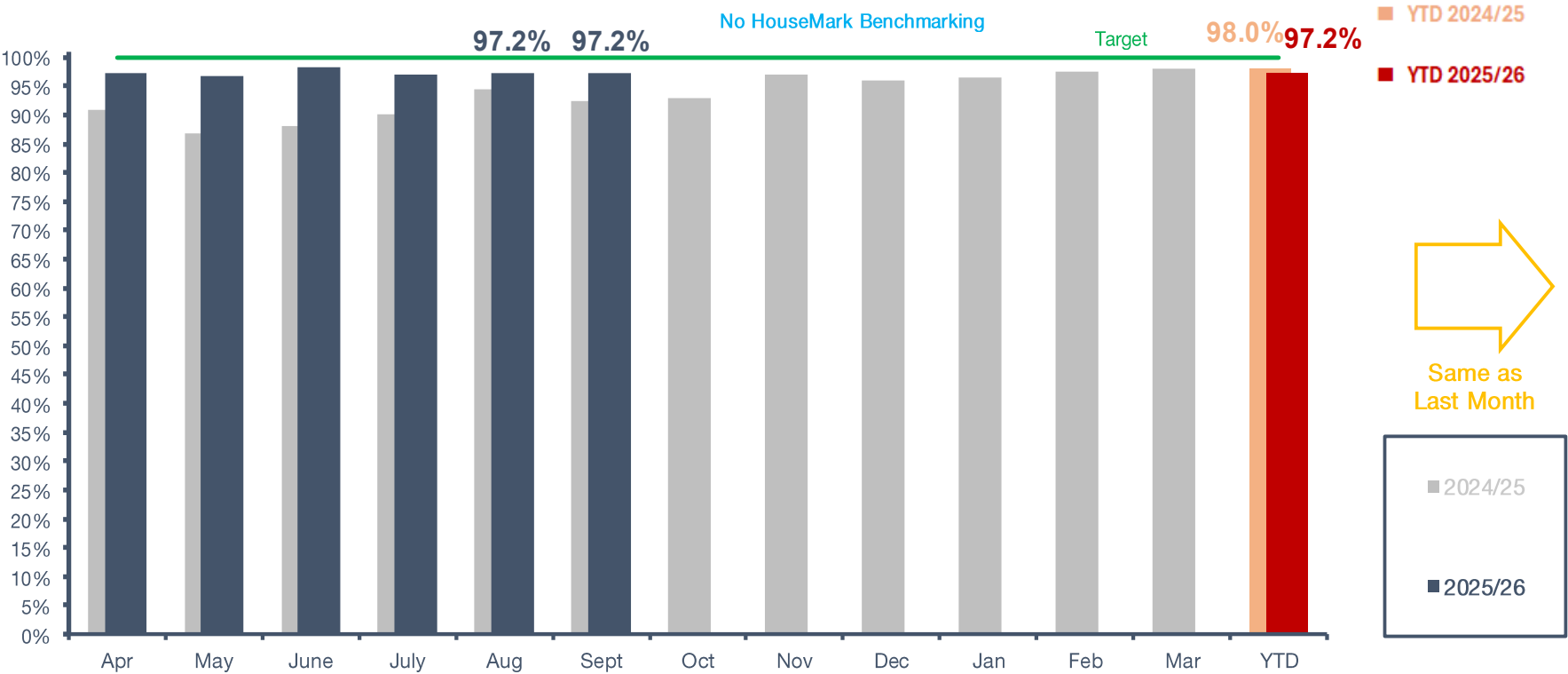
Page 43

- This KPI is assessed as **Green** ragged for the month of September 2025.

% of Support Plans in date

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Adults, Housing & Health



Target	Sept	YTD	2023/24
100.0%	97.2%	97.2%	98.0%

Monthly Metrics:	
Compliant:	#
Total Plans:	#

- This KPI is assessed as **Amber** ragged for the month of September 2025.

Appendix 1: Tenants Satisfaction Measures

Transformation & Improvement Team
Adults, Housing & Health

The Regulator of Social Housing (RSH) introduced a suite of 22 statutory Tenant Satisfaction Measures (TSMs) for social housing landlords to report on from 2023/24 onwards.

The TSMs are aimed at helping tenants and landlords gain a better understanding of how well their services are performing in comparison with other providers.

There are 22 TSMs in total, covering overall satisfaction and five themes. Ten of the TSMs will be measured by landlords through their own internal KPI monitoring, and the remaining twelve measured through tenant perception surveys.

The themes are:

- 1.Overall satisfaction
- 2.Keeping properties in good repair
- 3.Maintaining building safety & safety checks
- 4.Respectful and helpful engagement
- 5.Effective handling of complaints
- 6.Responsible neighbourhood management

The following two slides set out the results of our annual TSM perception survey and TSM KPIs for 2024/25 and show them alongside the results from the 2022/23 trial run of the TSM perception survey questions and 2022/23 TSM KPIs. The 2025/26 results are only for the month of May 2025 so far.

Tenants Satisfaction Measures

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0.	Our Ref	RSH Ref	Overall satisfaction	2025/26 (May)	2024/25	2023/24	2022/23
TSM 01	CE 01	TP 01	Overall satisfaction with the service provided by the landlord	56%	48%	47%	45%
1.	Our Ref	RSH Ref	Keeping properties in good repair	2025/26 (May)	2024/25	2023/24	2022/23
TSM 02		TP 02	Satisfaction with repairs	60%	49%	50%	51%
TSM 03		TP 03	Satisfaction with time taken to complete most recent repair	58%	44%	46%	45%
TSM 04		TP 04	Satisfaction that the home is well-maintained	56%	47%	48%	45%
TSM 05	NI 158	RP 01	Homes that do not meet the Decent Homes Standard	19%	19%	22%	27%
TSM 06	HMPI 185	RP 02	Repairs completed within target timescale	#	#	65.2%	74.4%
2.	Our Ref	RSH Ref	Maintaining building safety	2025/26 (May)	2024/25	2023/24	2022/23
TSM 07		TP 05	Satisfaction that the home is safe	68%	58%	58%	49%
2.	Our Ref	RSH Ref	Safety checks	2025/26 (May)	2024/25	2023/24	2022/23
TSM 08	GS 01	BS 01	Gas safety checks	99.89%	99.93%	99.63%	100%
TSM 09	1.6	BS 02	Fire safety checks	100%	99.88%	99.94%	99.88%
TSM 010	2.6	BS 03	Asbestos safety checks	100%	100%	100%	100%
TSM 011	2.9	BS 04	Water safety checks	100%	100%	99.74%	100%
TSM 012	2.7	BS 05	Lift safety checks	71.90%	99.34%	99.33%	99.33%

Tenants Satisfaction Measures

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3.	Our Ref	RSH Ref	Respectful and helpful engagement	2025/26 (May)	2024/25	2023/24	2022/23
TSM 013		TP 06	Satisfaction that the landlord listens to tenant views and acts upon them	46%	43%	44%	37%
TSM 014		TP 07	Satisfaction that the landlord keeps tenants informed about things that matter to them	65%	64%	66%	48%
TSM 015		TP 08	Agreement that the landlord treats tenants fairly and with respect	66%	62%	62%	48%
4.	Our Ref	RSH Ref	Effective handling of complaints	2025/26 (May)	2024/25	2023/24	2022/23
TSM 016		TP 09	Satisfaction with the landlord's approach to handling of complaints	18%	14%	17%	19%
TSM 017		CH 01	Complaints relative to the size of the landlord (Stage 1)	18.5	109.7	106.4	111.7
TSM 017		CH 01	Complaints relative to the size of the landlord (Stage 2)	3.3	23.5	18.0	18.7
TSM 018		CH 02	Complaints responded to within Complaint Handling Code timescales	63.9%	65%	52%	85.8%
5.	Our Ref	RSH Ref	Responsible neighbourhood management	2025/26 (May)	2024/25	2023/24	2022/23
TSM 019		TP 10	Satisfaction that the landlord keeps communal areas clean and well-maintained	63%	54%	56%	54%
TSM 020		TP 11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	44%	61%	60%	42%
TSM 021		TP 12	Satisfaction with the landlord's approach to handling anti-social behaviour	38%	55%	55%	43%
TSM 022		NM 01	Anti-social behaviour cases relative to the size of the landlord	4.3	65.4	75.9	105.3

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Report for: Housing Planning & Development Scrutiny Panel

Title: **Scrutiny Review - Landlord Licensing in the Private Rented Sector update on recommendations.**

Report authorised by: Eubert Malcolm – Director of Environment

Lead Officer: Gavin Douglas – 020 8489 5928 – gavin.douglas@haringey.gov.uk
Lynn Sellar – 07973244122 – lynn.sellar@haringey.gov.uk

Ward(s) affected: N/A

Report for Non-Key Decision:

1. Describe the issue under consideration.

- 1.1 Recommendations have been made by the Housing, Planning & Development Scrutiny Panel (HP&DS), on landlord licensing in the private rented sector. These recommendations and how they would be met, were approved by cabinet on 12th March 2024. (Attached as Appendix 1 to this report.)
- 1.2 This report details the progress made against each of the recommendations, following a request by HP&DS. (Attached as Appendix 3 to this report)

2. Cabinet Member Introduction.

- 2.1 The Council successfully renewed its borough wide Additional HMO Licensing Scheme in May 2024. Many of the scrutiny's recommendations were considered when shaping the proposed new additional HMO licensing scheme and has helped define other mechanisms to support private renters.
- 2.2 Haringey's selective property licensing scheme which became operational in November 2022, will end in November 2027. The Private Sector Housing Team are currently going through the due process to review the current scheme in terms of its success and to look at the feasibility of having a renewed scheme when the current scheme ends. This will allow for the recommendation one in Appendix 3 to be explored further.
- 2.3 The private sector housing team have been working hard to process the 22,198 property licences that they have received. Enforcement against those landlords who fail to license remains a priority, 108 Enforcement Notices have been issued by the enforcement officers.
- 2.4 All recommendations previously made which were agreed or partially upheld have been reviewed and updates on progress provided within Appendix 3 of the attached.

3. Recommendations

- 3.1 To consider the updates on progress that has been made against each of the recommendations made by the Housing, Planning & Development Scrutiny Panel (HP&DS) on landlord licensing in the private rented sector. (Attached as Appendix 3 to this report)

4. Reasons for decision

- 4.1 The Housing, Planning & Development Scrutiny Panel (HP&DS) agreed to review and scrutinise the Council's approach to licensing in the private rented sector, in order to understand how effective this was.
- 4.2 On 27th November 2023, the committee agreed a set of recommendations on service development or improvement in respect of landlord licensing, private renters and general matters relating to the private rented sector, for the consideration of cabinet. (Attached as Appendix 2 to this report)
- 4.3 On 12th March 2024 Cabinet agreed the response to the recommendations made by committee on 27th November 2023 (Attached as Appendix 1 of this report)
- 4.4 HP&DS have requested that council officers provide an update on the progress against each of the recommendations made. (Attached as Appendix 3 of this report)

5. Alternative options considered

None.

6. Background information

- 6.1 At the Housing, Planning & Development Scrutiny Panel meeting on 28th June 2022 the Panel received an update on Private Sector Landlord Licensing, which provided some background and information on both the existing licensing scheme for Houses in Multiple Occupation (HMO) and the then-proposed Selective Licensing scheme for non-HMO rented properties.
- 6.2 Following this meeting it was agreed that the Panel would undertake a piece of scrutiny work to investigate the Council's approach to licensing in the private rented sector and to understand how effective this was.
- 6.3 As part of the work planning process for Scrutiny for 2022/23 & 2023/24, the Housing, Planning & Development Scrutiny Panel (HP&DS) undertook an online scrutiny survey, and an in-person event was held in September 2022. One of the areas where most concern was raised was around private rented sector housing.
- 6.4 The Overview & Scrutiny Committee agreed the terms of reference for the Scrutiny Review on 28th November 2022. Evidence gathering for the Review took place between February and September 2023.
- 6.5 The committee agreed a set of recommendations on service development or improvement in respect of landlord licensing, private renters and general matters relating to the private rented sector, for the consideration of cabinet. (Attached as Appendix 2 to this report)

6.6 Recommendations were made and actions agreed by Cabinet on 12th March 2024. (Attached as Appendix 1 to this report).

6.7 Council Officers have been working on service developments and improvements to meet those recommendations over the past 18months.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes?

7.1 This review relates to the Corporate Delivery Plan – Homes for the Future. Specifically, it relates to Improving social housing and the private rented sector housing.

7.2 Improve quality of Property Redress Scheme (PRS) through the Council's property licensing schemes by ensuring standards are met at application stage through compliance inspections.

8. Carbon and Climate Change

8.1 Both property licensing schemes have processes which contribute towards the Council's carbon and climate change action plan. The Selective property licensing has a specific objective in relation to this.

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

9.1 Finance

Finance notes the contents of the report and recommendations made. It is anticipated that most of these, if adopted, can be implemented with existing resources. Where implementation of a recommendation would lead to additional resources being required, it will be assessed and would be subject to the relevant governance processes.

9.2 Procurement

N/A

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

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

Part VII of the Housing Act 1996 imposes on the Council a number of duties to secure accommodation for those seeking assistance as homeless. The main duties are set out in the body of the review.

In addition, under the same Act the Council has power where appropriate to secure accommodation for the homeless.

Where accommodation is secured by the Council, it must be suitable; and location is taken into account in determining suitability. On the other hand, the Council is not expected to be able to produce perfectly suitable accommodation at all times for all those accommodated.

It is open to the Council, if it is unable to find in-borough accommodation for all those for whom it secures accommodation, to use out of borough accommodation. If it does, it must do so according to a rational policy.

The Council's Constitution, at Part 4, Rules of Procedure Section G – Overview and Scrutiny Procedure Rules provide that Scrutiny Review Panels are appointed to examine designated Council services. Scrutiny Panels will refer their findings/recommendations in the form of a written report, with the approval of the Overview and Scrutiny Committee, to the Cabinet. Other legal comments are contained in the review.

9.4 **Equality**

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

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

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

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

This report concerns the Housing, Planning and Development Scrutiny Panel's 2024/25 review of the Temporary Accommodation Placements Policy and the Private Rented Sector Discharge Policy. With regard to equalities, the report indicates that people from minority communities are more likely to spend longer in TA, are more likely to be moved out of borough, and are less likely to be housed at the end of the statutory homelessness period.

The report recommends that Cabinet commit to undertaking equalities monitoring for households in temporary accommodation. This monitoring should include the ethnicity of households in temporary accommodation, the ethnicity of households placed out of borough, and the length of time households spend in TA. This reflects concerns about national disproportionality relating to ethnicity and temporary accommodation.

While this report and the relevant recommendation will not have a direct impact on equalities in Haringey, if the recommendation is implemented, equalities monitoring of those in temporary accommodation may ultimately contribute to addressing known inequalities of outcome and therefore have an indirect positive equalities impact.

10. **Use of Appendices**

Appendix 1 – Cabinet 12th March 2024 - Scrutiny Review - Landlord Licensing in the Private Rented Sector proposed recommendations.

Appendix 2 – Response to the Recommendations of the Housing,
Planning & Development Scrutiny Panel- Landlord Licensing in the Private Rented Sector

Appendix 3 – Progress response to the Recommendations of the Housing, Planning &
Development Scrutiny Panel- Landlord Licensing in the Private Rented Sector

11. Background papers

N/A

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APPENDIX 1

Report for: Cabinet Meeting on 12th March 2024

Title: Scrutiny Review - Landlord Licensing in the Private Rented Sector proposed recommendations.

Report authorised by: Barry Francis Director of Environment and Resident Experience and David Joyce Director of Placemaking and Housing.

Lead Officer: Gavin Douglas – 020 8489 4928 – gavin.douglas@haringey.gov.uk
Lynn Sellar – 07973244122 – lynn.sellar@haringey.gov.uk

Ward(s) affected: N/A

Non-Key Decision:

1. Describe the issue under consideration.

- 1.1 The report sets out the proposed Cabinet response to the recommendations of the Housing, Planning & Development Scrutiny Panel (HP&DS) on landlord licensing in the private rented sector. (Attached as Appendix 1 to this report.)

2. Cabinet Member Introduction

- 2.1 I would like to thank Scrutiny members for their hard work on this Review, and special thanks to the residents and other external witnesses who gave up their time and energy to participate in the in-person and online evidence gathering sessions.
- 2.2 With around forty per cent of Haringey's population living in the private rented sector, Houses in Multiple Occupation (HMOs) are a much-needed affordable type of housing. The Council is committed to ensuring residents live in safe and wellmaintained homes. Additional HMO licensing is designed to improve the quality, safety, and management of smaller HMO's not covered by Mandatory Licensing. It provides the regulatory framework to support the many good landlords in Haringey, whilst also providing the powers for officers to act against those landlords who rent property that is below the standards we expect.
- 2.3 Haringey's selective licensing scheme, which has been in operation since May 2019, has been incredibly successful in protecting private renters and holding landlords to account. Enforcement action has been taken against landlords who do not fulfil their legal responsibilities to protect residents through licencing. To date, a total of 46 fines amounting to over £250,000.00 have been issued to landlords who have failed to licence their houses in multiple occupation.

2.4 Many of scrutiny's recommendations can help shape the proposed new additional licensing scheme, inform criteria for separate licensing schemes, and help define other mechanisms which will support private renters. There is only one recommendation that we cannot agree due to restrictions on how the resources within the licensing scheme are used. I am keen for Cabinet colleagues to either agree or partially agree to the other recommendations as set out in Appendix 2.

3. Recommendations

3.1 To consider the recommendations agreed by the Overview and Scrutiny Committee attached at Appendix 1.

3.2 To agree the response to these recommendations attached at Appendix 2.

4. Reasons for decision

4.1 Under the agreed terms of reference, the Overview and Scrutiny Committee (OSC) can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may:

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

4.2 The Housing, Planning & Development Scrutiny Panel agreed to review and scrutinise the Council's approach to licensing in the private rented sector, in order to understand how effective this was. On 28th November 2022, the committee agreed the terms of reference for this project. Evidence gathering to fulfil this review took place between February and September 2023.

4.3 On 27th November 2023, the committee agreed a set of recommendations on service development or improvement in respect of landlord licensing, private renters and general matters relating to the private rented sector, for the consideration of cabinet. (appendix 2)

5. Alternative options considered.

None.

6. Background information

- 6.1 At the Housing, Planning & Development Scrutiny Panel meeting on 28th June 2022 the Panel received an update on Private Sector Landlord Licensing, which provided some background and information on both the existing licensing scheme for Houses in Multiple Occupation (HMO) and the then-proposed Selective Licensing scheme for non-HMO rented properties.
- 6.2 Following this meeting it was agreed that the Panel would undertake a piece of scrutiny work to look into the Council's approach to licensing in the private rented sector and to understand how effective this was.
- 6.3 As part of the work planning process for Scrutiny for 2022/23 & 2023/24, the Housing, Planning & Development Scrutiny Panel (HP&DS) undertook an online scrutiny survey and an in-person Scrutiny Café event at the Selby Centre in September 2022. The purpose of the Scrutiny Café was to engage with local community and resident groups, in order to seek their views about which areas Scrutiny should focus its attention upon for the next two years. As part of the feedback relevant to the Housing, Planning and Development Panel, one of the areas where most concern was raised was around private rented sector housing, particularly in terms of an out-of-control housing market and a general lack of affordable properties. A number of young people advised the panel that the cost of rent was just too high for them and that this was a real barrier to their ability to thrive.
- 6.4 The Overview & Scrutiny Committee agreed the terms of reference for the Scrutiny Review on 28th November 2022. Evidence gathering for the Review took place between February and September 2023. The starting point was to speak to Officers and the Cabinet Member to get a better understanding of how landlord licensing works in Haringey. A range of external witnesses including various tenancy advocacy groups (both those located within Haringey and those operating on a more London-wide basis), other London boroughs, a representative of the National Residential Landlord Association and Acorn who are a community union that have a strong focus on housing were also spoken too.
- 6.5 The rationale for the setting up of the review, including the scope and terms of reference can be found in appendix 1.

7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes?

- 7.1 This review relates to Theme 5 of the Corporate Delivery Plan – Homes for the Future. Specifically, it relates to High Level Outcome One – Everyone has a home that is safe, sustainable, stable, and affordable, and Intermediate Outcome: There will be an improvement in the quality of the private rented sector.

8. Carbon and Climate Change

- 8.1 The current Selective property licensing scheme has objectives within it which contribute to the Council's carbon and climate change action plan. The proposed new additional HMO licensing scheme designation will also contain commitment to this plan if approved.

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

Finance and Procurement

9.1 There are no financial implications arising from the recommendations of this report. If there are any future action by the Cabinet in relation to the recommendations of this report, Cabinet will be advised accordingly at that time.

Legal

9.2 The Head of Legal and Governance has been consulted in the preparation of this report and comments as follows.

9.3 Licensing of HMOs and other rental properties is governed by the Housing Act 2004 ("the Act"). There are three potential licensing schemes:

- (i) Mandatory licensing – under Part 2 of the Act. All HMOs meeting the description specified by the Secretary of State must be licensed.¹
- (ii) Additional licensing - also under Part 2 of the Act. Local housing authorities have power, with the consent of the Secretary of State², to designate areas where other descriptions of HMO than those covered by the mandatory scheme must be licensed.
- (iii) Selective licensing – under Part 3 of the Act. Local housing authorities have power, again with Secretary of State consent³, to designate areas within which all houses – not being HMOs - let on one or more tenancies (i.e., not on long lease) must be licensed.

9.4 The power to designate an area as subject to additional licensing is subject to demonstration that *"a significant proportion of the HMOs of that description in the area are being managed sufficiently ineffectively as to give rise, or to be likely to give rise, to one or more particular problems either for those occupying the HMOs or for members of the public."*

9.5 The conditions on the exercise of the power to designate an area as subject to selective licensing are:

- The area to be designated has a high proportion (in England, 19% or more⁴) of property in the Private Rented Sector and it is (one or more of):
 - An area of low housing demand (or is likely to become such an area).
 - Experiencing a significant and persistent problem caused by anti-social behaviour and that some or all private landlords letting premises in the area are failing to take appropriate action to combat that problem.
 - Experiencing poor property conditions in the privately rented sector.

¹ The current description, summarised, is an HMO occupied by 5 or more persons in two or more households.

² There is a general consent for all such designations where all relevant parties have been consulted over a period of at least 10 weeks.

³ There is a general consent for all such designations which cover less than 20% both of the borough's geographical area and of the number of privately rented properties in the borough. ⁴ The national average for PRS accommodation across England

- Experiencing or has recently experienced an influx of migration and the migrants occupy a significant number of properties in the privately rented sector.
 - Suffering high levels of deprivation affecting those in the privately rented sector.
 - Suffering high levels of crime affecting those in the privately rented sector.
- The Housing Act 2004 also requires the local authority to demonstrate the following outcomes as part of its process of delivering a selective licensing initiative:
 - That the exercise of the power is consistent with their overall Housing Strategy.
 - A co-ordinated approach in connection with dealing with homelessness, empty properties and anti-social behaviour affecting the PRS as regards combining licensing with other action taken by them or others.And it must:
 - Consider whether there are any other courses of action available to them (of whatever nature) that might provide an effective method of achieving the objectives that the designation would be intended to achieve.
 - Consider that the making of the designation when combined with other measures taken by the authority alone or with other persons will significantly assist them to resolve the problem identified (whether or not they take any other course of action as well).
 - Take reasonable steps to consult persons who are likely to be affected by the designations and consider any representations made.
- Where the proposed designation covers either 20% of the total geographic area of the authority or 20% of the total privately rented stock (based on census figures), the designation requires approval by the Department for Levelling Up, Housing and Communities (DLUHC). Selective Licensing applications to the DLUHC require local authorities to first demonstrate the evidence for their concerns as well as look at alternative approaches and consult widely.

9.6 When setting licensing fees under any of the three schemes, the Council is entitled to take into account:

- Its costs incurred in administering the relevant scheme.
- Its costs of enforcement under part 1 of the Act (covering Category 1 and 2 hazards in housing) in relation to the homes covered by the scheme.

The Council is not however permitted to recover more than it expends under those heads; this has the effect of (i) ring-fencing licensing income to expenditure under the schemes and (ii) making direct comparisons of licence fees between boroughs less relevant save in assessing efficiency.

- 9.7 The Act gives power to the First Tier Tribunal to make Rent Repayment Orders requiring landlords to refund up to 12 months of rent paid on an unlicensed property, either to the tenant or, if the housing element of Universal Credit or Housing Benefit was paid, the Council.
- 9.8 The UK GDPR must be observed when considering data-sharing between departments of the Council.
- 9.9 Cabinet must have regard to the Equality implications of the recommendations in this Report set out in the next section.
- 9.10 There is no legal reason why Cabinet should not adopt the recommendations in this Report.

Equality

- 9.11 The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.
- 9.12 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 9.13 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.14 The scrutiny report recommends that the Cabinet Member for Housing Services, Private Renters, and Planning explore ways to extend the landlord licensing scheme to the west of the borough, as well as many other recommendations aimed at improving the quality of the private rented sector in Haringey.
- 9.15 Women, disabled people, BAME people, young people and low-income people are overrepresented in the private rented sector, and some groups who share protected characteristics experience discrimination when looking for rented accommodation. Any actions taken to improve the quality of the private rented sector and increase landlords' accountability should positively affect those who share protected characteristics and advance the public sector equality duty in Haringey.
- 9.16 If any of these recommendations are taken forward, they will be subject to complete equality analysis, including equality impact assessments where appropriate.

10. Use of Appendices

Appendix 1 - Scrutiny Review: Landlord Licensing in the Private Rented Sector (PRS) Report.

Appendix 2 - Response to the Recommendations of the Housing, Planning & Development Scrutiny Panel.

11. Background papers

13.1 Link to 2019 Cabinet Report on Additional HMO Licensing:

[February 2019 Cabinet Report](#)

13.2 Link to appendices to 2019 Cabinet Report on Additional HMO Licensing:

[Appendices](#)

13.3 Link to Cabinet Report 8th March 2022: [Selective](#)

[Licensing Cabinet Report](#)

13.4 Link to appendices to 2022 Cabinet Report on Selective Licensing: [Appendices](#)

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Appendix 2 – Response to the Recommendations of the Housing, Planning & Development Scrutiny Panel

Scrutiny Review - Landlord Licensing in the Private Rented Sector

	Recommendation	Cabinet Response (Agreed/Not Agreed/Partially Agreed)	Comments
1	The Panel would like to see the selective licensing scheme expanded into parts of the west of the borough. Problems with poor quality private rented accommodation exist in the west of the borough, particularly in wards such as Stroud Green and Hornsey. It is recommended that the Cabinet Member examine how to create a second scheme for parts of the west of the borough and commit to building an evidence case in support of this.	Not Agreed	Stroud Green and Hornsey were considered in the recent selective property licensing proposal, which became operational in Nov 2022. The criteria for introducing a selective licensing scheme are legally bound. Any designation must have very strong supporting data and evidence. The data at the time did not support the case for the inclusion of any further wards. The recommendation that the Cabinet Member examine how to create a second scheme for parts of the west of the borough and commit to building an evidence case in support of this is not appropriate. The data and evidence would have to already exist for a case to be made it cannot be built or created. Any further approval for a selective licensing scheme would have to be approved by DLUHC (Secretary of State). The selective licensing scheme designation will be re-evaluated prior to the current scheme ending in 2027/28.

			It should also be noted that having three different property licensing schemes running at different times may lead to confusion for landlords, tenants and residents and is not recommended.
2	That the Council enter into a formal relationship with an advocacy organisation, such as Justice for Tenants for example, and proactively refer tenants who live in unlicensed properties to them. The advocacy organisation can assist tenants in pursuing Rent Repayment Orders (RRO). A Council officer should be assigned to lead on each RRO case and support the tenant, for example by providing evidence and witness statements, where appropriate. This is seen as a stick to ensure that landlords have their properties licensed. Ultimately, loss of income may be the only incentive that will push some landlords to adhere to the licensing regime.	Partially Agreed	The council is already considering a partnering arrangement with an organisation which can provide advocacy support to tenants wishing to pursue RRO. The purpose of this partnering arrangement will be for the organisation to support tenants with the legal process and to help provide evidence and witness statements where appropriate to ensure tenants get a fair hearing. Tenants will be referred by officers through the property licensing schemes or individuals can self-refer via the Council web site. The use of resources generated by the licensing scheme is prescribed within the Housing Act 2004 under sec 63 (7). It is limited to the administration of and enforcement of compliance with the scheme; we therefore cannot use licence fee income to resource officers whose role would solely be to provide this level of individual support to tenants.
3	That Cabinet give consideration as to how the Council can provide tenants with more information about their rights. It is recommended that the Council adopts a private renters' charter and a dedicated web page, that sets out what the legal responsibilities for a landlord are, what rights a tenant has, and what support they can expect from	Partially Agreed	The Housing Strategy 2024-2029, agreed by Cabinet at its meeting in December, has the strategic objective of 'Improving the Quality of the Private Rented Sector' and specifically of 'Empowering and supporting private renters to hold their landlords to these standards'. We specifically set out how we will ensure that private renters are aware of their rights, include by proactive campaigns

	the Council. It is envisaged that supporting tenants to know their rights will help to improve standards. This should go out to public consultation and may include: a. The council's commitment to non-cooperation with border agencies b. Supporting the Mayor of London's call for rent controls c. Making clear that inspections and fines will be used against non-compliant landlords d. Promoting the Rent Repayment Order process e. Supporting renters' reform, including an end to no fault evictions and automatic evictions for those in rent arrears		and by ensuring our web pages are clear and accessible. This strategy was subject to public consultation. The Private Sector Housing Team web pages have recently been redesigned to provide information specifically aimed at tenants and landlords. There is still work to evolve and perfect the pages, but they do currently set out what the legal responsibilities for a landlord are, what rights a tenant has, and what support they can expect from the Council and how to access this. Private-sector renting Haringey Council
4	Officers should establish regular meetings bringing together relevant services from across the Council, along with some of the key VCOs and tenant advocacy organisations in Haringey; in order to gather intelligence, receive specific case referrals and to hear from the experience of tenants in Haringey. The Council already has a Landlord Forum. It is envisaged that this will go some way to balance this with the views of tenants.	Agreed This recommendation is already in practice	The Housing Strategy commits to establishing a private renters forum. We will look to set this up in 2024/25.
5	That Cabinet undertake a review to ensure that our licensing fees are in-line with our statistical neighbours and that these rise every year in line with inflation. The Panel would like to see an increased compliance and inspection regime and	Partially Agreed	The licensing fees reflect the likely expenditure for operating a scheme within the borough and are set to reflect these costs. Licensing processes and operations are regularly discussed and compared with other local authorities who are statistically similar.

	believes that maximising the revenue generated from fee income is a way to facilitate this. The Panel would also like to see an additional focus on fines and enforcement through existing HHSRS legislation. Consideration should be given to targets for issuing CPNs.		Each licensing scheme is unique to the individual authority, the size of the designation, the type and condition of the housing stock within the designation. The licensing fees are already increased in line with inflation. This has occurred since 2022. It is a requirement of the additional HMO licensing scheme that all licensed property is inspected for compliance at least once during the lifetime of the scheme. Compliance inspection objectives have been set within the selective property licensing scheme and agreed by DLUCH. The consideration of enforcement powers (CPN) should be made in accordance with the legal guidance and within the scope of the Council enforcement policy. Targets are therefore not appropriate. As of 1st Jan 2024 in relation to the current HMO licensing schemes, The following outcomes have been achieved. • 4605 Licenses have been issued through the new online property licensing portal, • 3,471 compliance inspections in relation to those licence premises has been undertaken • 61 Notices of intention to issue a Civil penalty Notice. • 48 Civil Fines have been upheld £270,000 worth of fines have been issued.
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6	That Cabinet explore the viability of using licensing fee income to employ tenancy relations officers, who are specifically tasked with supporting tenants experiencing poor living conditions or living in unlicensed properties. If this is deemed not possible under the current framework, the Council should lobby the Government in order to advocate for more flexibility in the use of license fee income in this regard.	Not Agreed	The use of resources generated by the licensing scheme is prescribed within the Housing Act 2004 under sec 63 (7). It is limited to the administration of and enforcement of compliance with the scheme. Having dedicated Tenancy Relations Officers was reviewed and the role ended some years ago due to the limited outcomes achieved. Currently if there is harassment or a threat of illegal eviction that could lead to the resident facing homelessness, they would be supported by a Housing Needs Officer and be referred to local solicitors who specialise in this work to secure an injunction. We can use the Homelessness Prevention Fund to assist with any costs where this is appropriate. The Housing Loss Prevention Advice Service (HLPAS) is now live. HLPAS is a government funded legal aid scheme providing free legal advice and representation to people facing the loss of their home. HLPAS is delivered by existing housing law experts and offers initial legal advice to anyone who is threatened with possession proceedings to try and resolve problems and avoid court action; as well as in court legal representation for those whose cases cannot be solved out of court. https://www.gov.uk/guidance/legal-aid-for-possession-proceedings The Council regularly provide opinions and feedback on proposal through various consultation opportunities such as current Renters Reform Bill.
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7	The Panel would like to see an increase in the size of the licensing team in order that more inspection and compliance visits can be undertaken. It is envisaged that maximising fee income and generating additional revenue from enforcement activity will allow the Council to put in place additional staff, who in turn will support more proactive enforcement. In light of the shortage of trained EHOs, the Panel supports the team's work to employ more compliance officers who can then be trained up. The Panel would like to see increased fee income being used to support the training and employment of more compliance officers.	Not Agreed	The Council is unable to increase the size of the licensing team as it is felt the current resources adequately reflects the two designations currently in place. However, it is agreed that where there are issues with recruitment to vacant posts specifically around qualified Enforcement Officers the structure is being reviewed. A drive to employ more compliance officers who can be given inhouse training will be undertaken to ensure that the inspection and compliance regime is kept on track. The Private Sector Housing Team has a clear recruitment plan in place. Whilst there is a shortage of qualified environmental health officers' consideration has been given to the employment of more compliance officers and this will take place. The schemes are currently supporting two Environmental Health Practitioner apprentices.
8	The Panel recommends that the Council undertakes a level of random spot checks for compliance with the licensing conditions. It is understood that the Council does not have the capacity to inspect every property or wait to issue licences until checks have been carried out. However, officers could carry out a limited number of random spot-checks both on properties that have applied for a licence, and properties that have already been issued with a licence and enforce accordingly. This would increase the risk of enforcement for unscrupulous landlords and would help ensure landlords are meeting their licensing obligations.	Agreed This recommendation is already in practice	Random spot checks are already part of the Licensing regimes and complaints process. These are carried out especially if non-compliance is suspected for example, where an application has been made and the Council believes the property may not be compliant spot checks are undertaken prior to issuing of a licence. Spot checks for compliance inspection are within the objectives for the selective property licensing scheme which was approved by DLUCH.

9	That the Council set up an anonymous reporting function on its website for suspected unlicensed HMOs or landlords failing to fulfil their license obligations. It is suggested that examples of recent enforcement cases against non-compliant landlords should also be incorporated into this section of the website.	Agreed This recommendation is already in practice	There is already an anonymous 'report it' functionality for people to report an unlicensed HMO. Reporting problems in private rented housing Haringey Council Media coverage of cases against non – licensed HMO are being published when successful. https://www.haringey.gov.uk/news/strong-measures-taken-improve-private-rented-sector-across-haringey
10	That assurances are given that the Private Sector Housing Team will examine how it can maximise its intelligence sharing with other teams within the Council, to ensure that our intelligence gathering capacity is as joined up as it possibly can be. The Panel would like to see the establishment of a standing intelligence sharing group, involving different teams across the Council, around private sector housing. We received evidence that Landlords sometimes benefit from different services not talking to each other which enables them to flout the licensing regime.	Agreed This recommendation is already in practice	There are already several meetings that are held across services and a number of working groups that share data, information and or intelligence. Examples include; • Partnership Problem Solving Group (PPSG) includes police and service partners. • CMARC – Multi Agency case review panel. • Property Licensing Project & Operations Board. • MASP – Multi Agency Adult Safeguarding Panel. • Planning Policy & Enforcement Working Group. Property information is also shared with Council Tax colleagues.
11	That consideration is given as to how best the service can communicate its activities to Councillors. Councillors should be an important resource in terms of eyes and ears on the ground and an important source of information about where HMOs are located, possible licensing breaches and issues on the ground.	Agreed This recommendation is already in practice	Communications can now be shared when required through the Council's weekly members newsletter. An open invitation has been made to all ward Cllr's to participate in ward or area-based walk-about to look at and discuss problematic roads or highlight concerns that may be had within the community regarding specific properties.

			Officers are also happy to respond directly to members who may have specific concerns. A lot of information and communication is done through Haringey social media pages. https://www.haringey.gov.uk/news/strong-measures-taken-improve-private-rented-sector-across-haringey
12	The Panel also recommends that regular communications activity is taken by the Council in order to promote the work of the Private Rented Sector Housing Team to residents and the public. This comms activity should include: • Publicising the public register of properties that are licensed • Publicising the anonymous reporting function • Publicising examples of successful enforcement against landlords, in order to act as a deterrent	Agreed This recommendation is already in practice	A communications plan does exist for the licensing schemes which covers the lifespan of the scheme. • The public register of licensed properties is available for the public to search via the Council website. https://www.haringey.gov.uk/housing/landlords/multiple-occupants/hmo-licensing-register • You can report an un-licensed or problematic HMO via the Council's web page. Reporting problems in private rented housing Haringey Council • This is done when a case has been successful. Most cases are appealed and are then heard through the First Tier Tribunal. If the outcome is upheld in favour of the council, publicity is published via the Council's Communications Team. e.g. https://www.haringey.gov.uk/news/strong-measures-taken-improve-private-rented-sector-across-haringey Details of the offence is also added to the Mayor of London Rogue Landlord checker. Rogue landlord checker London City Hall

Appendix 3 – Response to the Recommendations of the Housing, Planning & Development Scrutiny Panel

Scrutiny Review - Landlord Licensing in the Private Rented Sector

	Recommendation	Cabinet Response (Agreed/Not Agreed/Partially Agreed)	Comments	Progress to date 2025/26
1	The Panel would like to see the selective licensing scheme expanded into parts of the west of the borough. Problems with poor quality private rented accommodation exist in the west of the borough, particularly in wards such as Stroud Green and Hornsey. It is recommended that the Cabinet Member examine how to create a second scheme for parts of the west of	Not Agreed	Stroud Green and Hornsey were considered in the recent selective property licensing proposal, which became operational in Nov 2022. The criteria for introducing a selective licensing scheme are legally bound. Any designation must have very strong supporting data and evidence. The data at the time did not support the case for the inclusion of any further wards. The recommendation that the Cabinet Member examine how to create a second scheme for parts of the west of the borough and commit to building an evidence case in support of this is not appropriate. The data and evidence would have to already exist for a case to be made it cannot be built or created.	Private Sector Housing Team are currently undertaking a review of the current Selective property Licensing scheme. This review is a requirement within the legislation under sec 84 (3) Housing Act 2004. The purpose of the review is to assess the effectiveness of the current Selective property licensing scheme against the objectives that were set. The review requires an analytical assessment of the scheme's outcomes. This assessment will form part of an initial evaluation into whether there is. - evidence for a need to have a renewed selective property licensing. - what the criteria for the new scheme may be.

	the borough and commit to building an evidence case in support of this.		Any further approval for a selective licensing scheme would have to be approved by DLUHC (Secretary of State). The selective licensing scheme designation will be re-evaluated prior to the current scheme ending in 2027/28. It should also be noted that having three different property licensing schemes running at different times may lead to confusion for landlords, tenants and residents and is not recommended.	• What would be the objectives of the new Scheme. • Where does the evidence suggest a new scheme will be designated. All the above must be supported by robust evidence. There is no longer a requirement for Secretary of State approval. The approval process has been devolved to Council Cabinet. This means that a local authority will now face judicial review proceedings on any decision made in relation to a designation. The requirement to avoid any unnecessary challenge will be therefore far greater and any proposal will need to be robust and fully transparent. Selective licensing in the private rented sector: a guide for local authorities - GOV.UK
2	That the Council enter into a formal relationship with an advocacy organisation, such as Justice for Tenants for example, and	Partially Agreed	The council is already considering a partnering arrangement with an organisation which can provide advocacy support to tenants wishing to pursue RRO. The purpose of this partnering arrangement will be for the organisation	A formal partnering arrangement is still being considered. With the introduction of Renters Reform Bill, it is envisaged that a more formalised arrangement for supporting tenants with RRO will materialise.

	proactively refer tenants who live in unlicensed properties to them. The advocacy organisation can assist tenants in pursuing Rent Repayment Orders (RRO). A Council officer should be assigned to lead on each RRO case and support the tenant, for example by providing evidence and witness statements, where appropriate. This is seen as a stick to ensure that landlords have their properties licensed. Ultimately, loss of income may be the only incentive that will push some landlords to adhere		to support tenants with the legal process and to help provide evidence and witness statements where appropriate to ensure tenants get a fair hearing. Tenants will be referred by officers through the property licensing schemes or individuals can self-refer via the Council web site. The use of resources generated by the licensing scheme is prescribed within the Housing Act 2004 under sec 63 (7). It is limited to the administration of and enforcement of compliance with the scheme; we therefore cannot use licence fee income to resource officers whose role would solely be to provide this level of individual support to tenants.	The new bill will provide a better legal framework for creating such an arrangement and will support any tenant who requires advocacy regardless of the legal breach. Council Officers have always supported tenants with their RRO through the provision of evidence if and when required. Individuals (Occupiers) can apply for RRO. Tenants are always advised to seek support from specialist advocacy services and are more likely to have a successful outcome if this is pursued. Licensing resources are limited to administering the scheme. The Council would be open to challenge if Licensing resources were used to administer RRO.
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	to the licensing regime.			
3	That Cabinet give consideration as to how the Council can provide tenants with more information about their rights. It is recommended that the Council adopts a private renters' charter and a dedicated web page, that sets out what the legal responsibilities for a landlord are, what rights a tenant has, and what support they can expect from the Council. It is envisaged that supporting tenants to know their rights will help to improve standards. This	Partially Agreed	The Housing Strategy 2024-2029, agreed by Cabinet at its meeting in December, has the strategic objective of 'Improving the Quality of the Private Rented Sector' and specifically of 'Empowering and supporting private renters to hold their landlords to these standards'. We specifically set out how we will ensure that private renters are aware of their rights, include by proactive campaigns and by ensuring our web pages are clear and accessible. This strategy was subject to public consultation. The Private Sector Housing Team web pages have recently been redesigned to provide information specifically aimed at tenants and landlords. There is still work to evolve and perfect the pages, but they do currently set out what the legal responsibilities for a landlord are, what rights a tenant has, and what support they can expect from the Council and how to access this. Private-sector renting Haringey Council	The Private Sector Housing Team web pages are regularly maintained and updated to provide information specifically aimed at tenants and landlords. This work is on-going and amendments are made regularly to take account of feedback from all stakeholders. They do currently set out what the legal responsibilities for a landlords are, what rights a tenant has, and what support they can expect from the Council and how to access this. Further changes will be made once the Renter Reform Bill becomes law. Private-sector renting Haringey Council Private Sector Housing Team Officers and Managers continue to provide information, feedback, Sign posting, advice and guidance at various forums to empower staff within internal service areas, voluntary sector and external organisations who have contact with those living in the private rented sector e.g.,

	should go out to public consultation and may include: a. The council's commitment to non-cooperation with border agencies b. Supporting the Mayor of London's call for rent controls c. Making clear that inspections and fines will be used against non-compliant landlords. d. Promoting the Rent Repayment Order process e. Supporting renters' reform, including an end to no fault evictions and automatic evictions for			Metropolitan Police, London Fire Brigade, Frontline NHS staff. The council is about to consult on a new Homelessness Strategy which proposes to: • train all council officers working directly with residents to provide good quality signposting to advice and support around tenancy rights and homelessness. • Through 2026 and 2027 conduct planned and sustained renters' rights campaigns, including through communications targeted at groups of renters who are hard to reach. • ensure that officers across the council are trained at an appropriate level to provide information, advice, and signposting to private renters about their new rights under the Renters Rights Act
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	those in rent arrears			
4	Officers should establish regular meetings bringing together relevant services from across the Council, along with some of the key VCOs and tenant advocacy organisations in Haringey; in order to gather intelligence, receive specific case referrals and to hear from the experience of tenants in Haringey. The Council already has a Landlord Forum. It is envisaged that this will go some way to balance this with the views of tenants.	Agreed This recommendation is already in practice	The Housing Strategy commits to establishing a private renters forum. We will look to set this up in 2024/25.	A decision was made to wait until the Renters Rights Bill and associated guidance passed into law before holding the next Landlord Forum or establishing a Renters Forum. This has been unexpectedly delayed because the Bill has faced very significant scrutiny and amendment, leading to delays in its passage into law. Royal Assent is expected in the next month, but the government has not given a clear timeframe for implementation of some of its key measures. We are intending to hold a landlord forum and establish a renters forum in the first quarter of 2026 after the Bill passes into law and its implementation timetable is clear. The council is about to consult on a new 2026-2027 Homelessness Strategy which proposes to commit to “use our Private Landlords Forum to educate and support landlords around the Renters’ Rights Act.

				We will supplement this with online information and advice.”
5	That Cabinet undertake a review to ensure that our licensing fees are in-line with our statistical neighbours and that these rise every year in line with inflation. The Panel would like to see an increased compliance and inspection regime and believes that maximising the revenue generated from fee income is a way to facilitate this. The Panel would also like to see an additional focus on fines and enforcement through existing HHSRS legislation.	Partially Agreed	The licensing fees reflect the likely expenditure for operating a scheme within the borough and are set to reflect these costs. Licensing processes and operations are regularly discussed and compared with other local authorities who are statistically similar. Each licensing scheme is unique to the individual authority, the size of the designation, the type and condition of the housing stock within the designation. The licensing fees are already increased in line with inflation. This has occurred since 2022. It is a requirement of the additional HMO licensing scheme that all licensed property is inspected for compliance at least once during the lifetime of the scheme. Compliance inspection objectives have been set within the selective	The licensing fees reflect the likely expenditure for operating a scheme within the borough and are set to reflect these costs. Licensing processes and operations are regularly discussed and compared with other local authorities who are statistically similar. Each licensing scheme is unique to the individual authority, the size of the designation, the type and condition of the housing stock within the designation. The licensing fees are already increased in line with inflation. This has occurred since 2022. It is a requirement of the additional HMO licensing scheme that all licensed property is inspected for compliance at least once during the lifetime of the scheme. Compliance inspection objectives have been set within the selective property licensing scheme and agreed by DLUCH.

	Consideration should be given to targets for issuing CPNs.		property licensing scheme and agreed by DLUCH. The consideration of enforcement powers (CPN) should be made in accordance with the legal guidance and within the scope of the Council enforcement policy. Targets are therefore not appropriate. As of 1st Jan 2024 in relation to the current HMO licensing schemes, The following outcomes have been achieved. • 4605 Licenses have been issued through the new online property licensing portal, • 3,471 compliance inspections in relation to those licence premises has been undertaken • 61 Notices of intention to issue a Civil penalty Notice. • 48 Civil Fines have been upheld £270,000 worth of fines have been issued.	The consideration of enforcement powers (CPN) should be made in accordance with the legal guidance and within the scope of the Council enforcement policy. Targets are therefore not appropriate. As of 1st October 2025, in relation to the current licensing schemes, the following outcomes have been achieved. • 22,198 Licences have been received • 20,736 Licenses have been issued through the new online property licensing portal. • 7500 proactive compliance inspections Completed. • 108 Notices of intention to issue a Civil penalty Notice have been issued resulting in 78 final notices. • £264,500 of Civil Fines have been upheld and issued.
6	That Cabinet explore the viability of using licensing	Not Agreed	The use of resources generated by the licensing scheme is prescribed within the Housing Act 2004 under sec 63 (7). It is	It is envisaged that the new Renters Reform Bill will be in place by April 2026.

	fee income to employ tenancy relations officers, who are specifically tasked with supporting tenants experiencing poor living conditions or living in unlicensed properties. If this is deemed not possible under the current framework, the Council should lobby the Government in order to advocate for more flexibility in the use of license fee income in this regard.		limited to the administration of and enforcement of compliance with the scheme. Having dedicated Tenancy Relations Officers was reviewed and the role ended some years ago due to the limited outcomes achieved. Currently if there is harassment or a threat of illegal eviction that could lead to the resident facing homelessness, they would be supported by a Housing Needs Officer and be referred to local solicitors who specialise in this work to secure an injunction. We can use the Homelessness Prevention Fund to assist with any costs where this is appropriate. The Housing Loss Prevention Advice Service (HLPAS) is now live. HLPAS is a government funded legal aid scheme providing free legal advice and representation to people facing the loss of their home. HLPAS is delivered by existing housing law experts and offers initial legal advice to anyone who is threatened with possession proceedings to try and resolve problems and avoid court action; as well as in court legal	A working group is in place to discuss the impact, implementation, and resourcing of the new bill across various service area that are impacted. As changes to tenant law and the new statutory power to enforce breaches is a significant part of this bill, new tenancy relation powers have been given and consideration to officer roles will be considered to support demand in this area. Consideration will include the amount of new burdens funding and recruitment review Panel. Any new officers will support with • breaches of eviction law. • Tenant harassment • Enforcement of these breaches.
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			representation for those whose cases cannot be solved out of court. https://www.gov.uk/guidance/legal-aid-for-possession-proceedings The Council regularly provide opinions and feedback on proposal through various consultation opportunities such as current Renters Reform Bill.	
7	The Panel would like to see an increase in the size of the licensing team in order that more inspection and compliance visits can be undertaken. It is envisaged that maximising fee income and generating additional revenue from enforcement activity will allow the Council to put in place additional staff, who in turn	Not Agreed	The Council is unable to increase the size of the licensing team as it is felt the current resources adequately reflects the two designations currently in place. However, it is agreed that more compliance officers could be recruited and trained to ensure that property are compliant with standards. The Private Sector Housing Team has a clear recruitment plan in place. Whilst there is a shortage of qualified environmental health officers' consideration has been given to the employment of more compliance officers and this will take place.	In November 2024, the private sector housing team was successful in recruiting new compliance officers. We now have a team of 10 officers undertaking compliance inspections. They all require training and guidance to develop the skills to undertake fully the functions of the compliance team. The new officers have started inspecting property which requires compliance inspections under the selective property licensing scheme and are starting to now move into the inspection of small HMO property. The requirements of HMO compliance are greater and will mean further training is

	will support more proactive enforcement. In light of the shortage of trained EHOs, the Panel supports the team's work to employ more compliance officers who can then be trained up. The Panel would like to see increased fee income being used to support the training and employment of more compliance officers.		The schemes are currently supporting two Environmental Health Practitioner apprentices.	necessary before all the officers are proficient to carryout this function. The team now consists of 39 officers across all roles.
8	The Panel recommends that the Council undertakes a level of random spot checks for compliance with the licensing conditions. It is understood that the Council does not have the	Agreed This recommendation is already in practice	Random spot checks are already part of the Licensing regimes and complaints process. These are carried out especially if non-compliance is suspected for example, where an application has been made and the Council believes the property may not be compliant spot checks are undertaken prior to issuing of a licence. Spot checks for compliance inspection are within the objectives for the selective	All property that has an HMO licence must be inspected within the lifetime of the licence (5 Years). 75% of all property with a selective licence will be inspected proactively as part of the selective property licensing scheme. These inspections are based on a risk rating indicator applied to the property at application stage and as such

	capacity to inspect every property or wait to issue licences until checks have been carried out. However, officers could carry out a limited number of random spot-checks both on properties that have applied for a licence, and properties that have already been issued with a licence and enforce accordingly. This would increase the risk of enforcement for unscrupulous landlords and would help ensure landlords are meeting their licensing obligations.		property licensing scheme which was approved by DLUCH.	are random inspections that are not a result of a compliant. All properties that are linked to a disrepair compliant are inspected reactively as part of the complaints process.
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9	That the Council set up an anonymous reporting function on its website for suspected unlicensed HMOs or landlords failing to fulfil their license obligations. It is suggested that examples of recent enforcement cases against non-compliant landlords should also be incorporated into this section of the website.	Agreed This recommendation is already in practice	There is already an anonymous 'report it' functionality for people to report an unlicensed HMO. Reporting problems in private rented housing Haringey Council Media coverage of cases against non – licensed HMO are being published when successful. https://www.haringey.gov.uk/news/strong-measures-taken-improve-private-rented-sector-across-haringey	There is already an anonymous 'report it' functionality for people to report an unlicensed HMO. Reporting problems in private rented housing Haringey Council Ongoing media coverage of successful Fines and Prosecutions have been advertised. Some of which have been picked up by larger media organisations and or targeted media organisations. Haringey landlord hit with £10,000 fine for failing to licence property The Standard Haringey landlords hit with £13,500 fine for dangerous HMO conditions
10	That assurances are given that the Private Sector Housing Team will examine how it can maximise its intelligence sharing with other teams within the Council, to ensure that our intelligence	Agreed This recommendation is already in practice	There are already several meetings that are held across services and a number of working groups that share data, information and or intelligence. Examples include; • Partnership Problem Solving Group (PPSG) includes police and service partners. • CMARC – Multi Agency case review panel.	There are already several meetings that are held across services and a number of working groups that share data, information and or intelligence. Examples include; • Partnership Problem Solving Group (PPSG) includes police and service partners. • CMARC – Multi Agency case review panel.

	gathering capacity is as joined up as it possibly can be. The Panel would like to see the establishment of a standing intelligence sharing group, involving different teams across the Council, around private sector housing. We received evidence that Landlords sometimes benefit from different services not talking to each other which enables them to flout the licensing regime.		• Property Licensing Project & Operations Board. • MASP – Multi Agency Adult Safeguarding Panel. • Planning Policy & Enforcement Working Group. Property information is also shared with Council Tax colleagues.	• Property Licensing Project & Operations Board. • MASP – Multi Agency Adult Safeguarding Panel. • Planning Policy & Enforcement Working Group. • Property information is also shared with Council Tax colleagues. • Supported Exempt Providers Partnership Board. • Housing Needs Case review meeting.
11	That consideration is given as to how best the service can communicate its activities to Councillors. Councillors should be an important	Agreed This recommendation is already in practice	Communications can now be shared when required through the Council's weekly members newsletter. An open invitation has been made to all ward Cllr's to participate in ward or area-based walk-about to look at and discuss problematic roads or highlight concerns	Regular briefings are shared with and by Cabinet Member for Housing and Planning. Ward walkabouts took place and officers continue to be available to all ward

	resource in terms of eyes and ears on the ground and an important source of information about where HMOs are located, possible licensing breaches and issues on the ground.		that may be had within the community regarding specific properties. Officers are also happy to respond directly to members who may have specific concerns. A lot of information and communication is done through Haringey social media pages. https://www.haringey.gov.uk/news/strong-measures-taken-improve-private-rented-sector-across-haringey	councillor who would like a walk about to address any specific issue. Officers are also happy to respond directly to members who may have specific concerns. As updated in previous sections, there remains a regular stream of media updates on progress and enforcement.
12	The Panel also recommends that regular communications activity is taken by the Council in order to promote the work of the Private Rented Sector Housing Team to residents and the public. This comms activity should include: Publicising the public register of	Agreed This recommendation is already in practice.	A communications plan does exist for the licensing schemes which covers the lifespan of the scheme. - The public register of licensed properties is available for the public to search via the Council website. https://www.haringey.gov.uk/housing/landlords/multiple-occupants/hmo-licensing-register - You can report an un-licensed or problematic HMO via the Council's web page. Reporting problems in private rented housing Haringey Council	Regular meetings are held with the communications officers for private sector housing. Currently working on a landlord newsletter that will provide information to landlords from across services, updates on upcoming legislation changes, promote successful outcomes of the licensing scheme and highlight enforcement outcomes. The Private sector housing team participate in the organisation and presentation of the Council's landlord forum. A platform for engaging with landlords and letting agents.

	properties that are licensed. - Publicising the anonymous reporting function - Publicising examples of successful enforcement against landlords, in order to act as a deterrent		This is done when a case has been successful. Most cases are appealed and are then heard through the First Tier Tribunal. If the outcome is upheld in favour of the council, publicity is published via the Council's Communications Team. e.g. https://www.haringey.gov.uk/news/strong-measures-taken-improve-private-rented-sector-across-haringey Details of the offence is also added to the Mayor of London Rogue Landlord checker. Rogue landlord checker London City Hall	Regular communication is done to highlight the work of the enforcement team when landlords remain non-compliant and legal cases are upheld in the favour of the council's enforcement decisions. Continue to promote enforcement activity on the Mayor of London rogue landlord checker. Rogue landlord checker London City Hall Ongoing media coverage of successful Fines and Prosecutions have been advertised. Some of which have been picked up by larger media organisations and or targeted media organisations. Haringey landlord hit with £10,000 fine for failing to licence property The Standard Haringey landlords hit with £13,500 fine for dangerous HMO conditions
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Report for: Housing, Development & Planning Scrutiny Panel, 17th November 2025

Item number: 9

Title: Scrutiny of the 2026/27 Draft Budget and Medium Term Financial Strategy 2026/2031

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

Lead Officer: Philip Slawther, Principal Scrutiny Officer

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 To consider and comment on the Council's Draft 2026-27 Budget and 2026-2031 Medium Term Financial Strategy (MTFS) Report proposals relating to the Scrutiny Panels' and Scrutiny Committee remit.

2. Recommendations

- 2.1 That the Panels and Committee scrutinise the proposals presented in the report and appendices and provide recommendations on the Budget proposals to the Overview and Scrutiny Committee (OSC) Committee on 19th January 2026.

3. Background information

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

4. Overview and Scrutiny Protocol

- 4.1 The Overview and Scrutiny Protocol lays out the process of Budget Scrutiny and includes the following points:
- The Council's budget shall be scrutinised by both the Overview and Scrutiny Committee and each of the Scrutiny Panels. The role of the Committee shall be to scrutinise the overall budgetary position and direction

of the Council and strategic issues relating to this, whilst each Scrutiny Panel will scrutinise areas that come within their terms of reference. Any individual areas of the budget that are not covered by the Panels shall be considered by the Committee.

- A lead Committee member from the largest opposition group shall be responsible for the co-ordination of the Budget Scrutiny process and recommendations made by respective Scrutiny Panels and the Committee relating to the budget
- Each Scrutiny Panel shall hold a meeting following the release of the Cabinet report on the new MTFS. The Committee will also meet to consider proposals relating to any areas within the MTFS that are not covered by individual scrutiny panels. Each Panel and the Committee shall consider the proposals in this report for their respective areas, in addition to their budget scrutiny already carried out. Relevant Cabinet Members will be expected to attend these meetings to answer questions relating to proposals affecting their portfolios as well as senior service officers. Scrutiny Panels and the Committee may also request that the Cabinet Member for Finance and/or senior officers attend these meetings to answer questions.
- The Committee will consider and make recommendations on the overall budgetary position and direction of the Council and the MTFS. Each Scrutiny Panel and the Committee shall also submit their final budget scrutiny report to the meeting for ratification, containing their recommendations/proposals in respect of the budget for the areas within their terms of reference.
- The recommendations from the Budget Scrutiny process that have been approved by the Committee shall be referred to the Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/proposals.

5. 2026/27 Draft Budget and MTFS 2026/31 – List of Documents

- 5.1 Document 1 is the main report to Cabinet on the 2026/27 Budget and 2026-2031 MTFS.
- 5.2 Document 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:
 - Appendix 1 – Children & Young People
 - Appendix 2 – Adults, Housing and Health
 - Appendix 3 - Environment & Resident Experience
 - Appendix 4 - Culture, Strategy & Communities
 - Appendix 5 - Finance and Resources
 - Appendix 6 - Corporate Budgets

- 5.3 Documents 3, 5, 6 & 7 are not included in this pack are they are not directly relevant to the Panel.
- 5.4 Document 4 is the Adults, Housing & Health appendices which provide more detail on specific savings proposals.
- 5.5 Document 8 is an explanatory note on the role of Scrutiny in the budget setting process.

6. Contribution to strategic outcomes

- 6.1 The Budget Scrutiny process for 2026/27 will contribute to strategic outcomes relating to all Council priorities.

7.0 Statutory Officers comments

Finance

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

Legal

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

Equality

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

8. Local Government (Access to Information) Act 1985

None.

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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 in 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 \(haringey.gov.uk\)](https://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 apprised 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

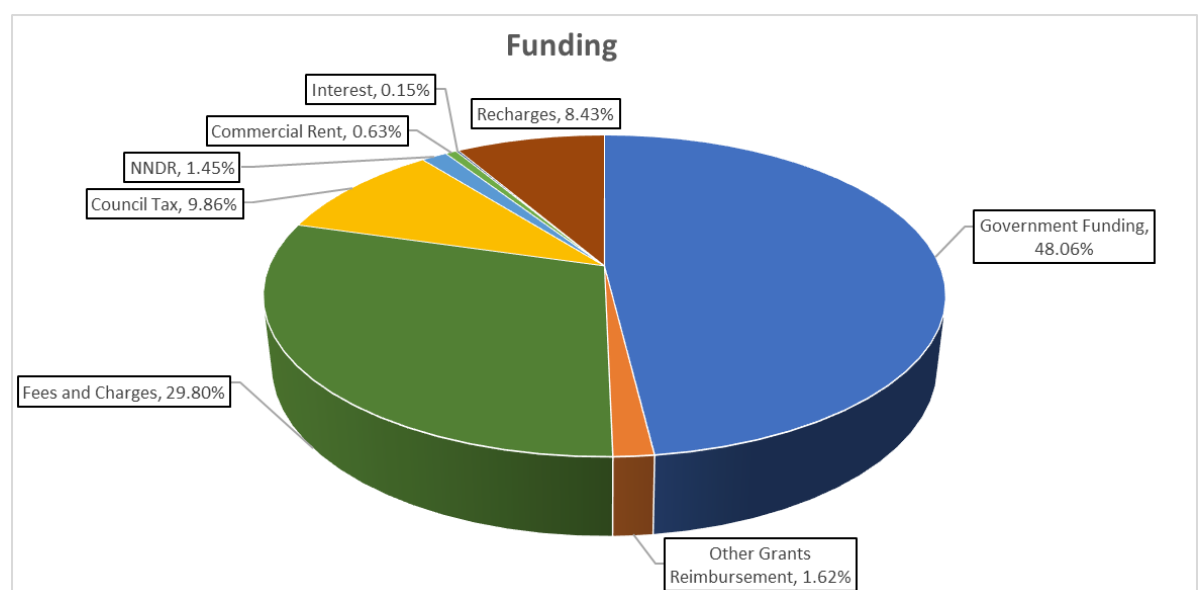
figures of the last 3 years and higher than the averages for London and statistical neighbours. One in five households have an active mortgage so may be impacted by the continuing high interest rates.

- 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



Government Funding

- 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:

Budget Pressures

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 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

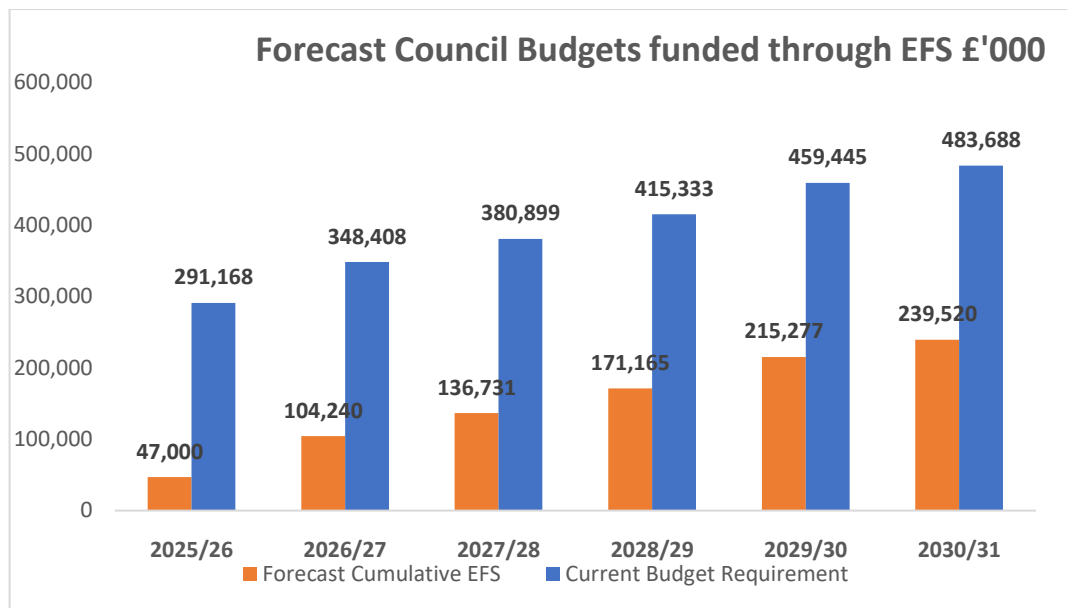
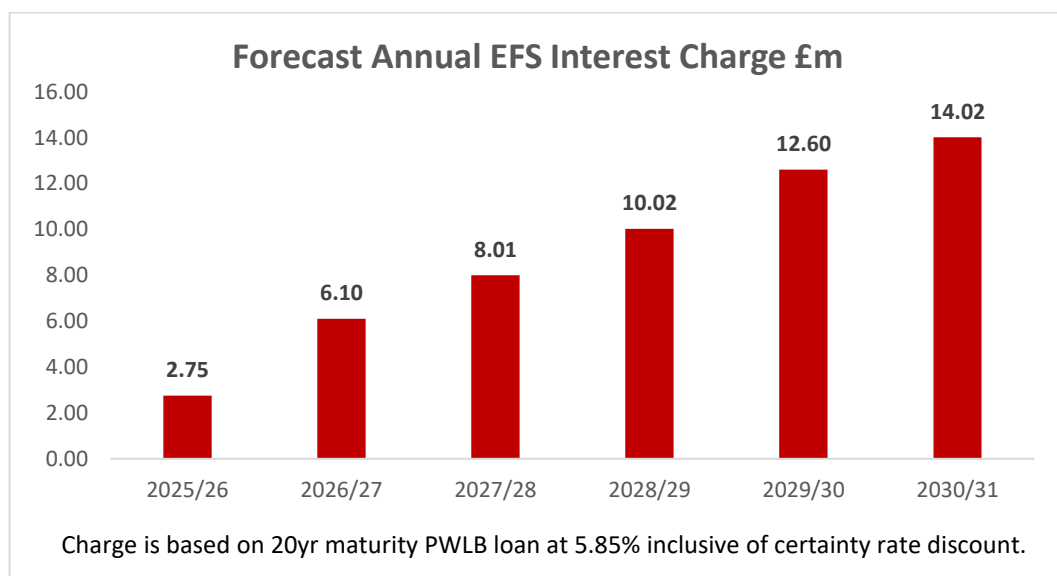


Chart 3 – Forecast Annual EFS Interest Charge



- 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
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	£'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/fait, 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 2027/28 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 2027/28 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)		
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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 (£'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)	O&S Panel
Adults, Housing & Health									
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	Appen dix 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	App end ix 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.

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	Appen dix 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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Saving Proposal

Business Planning / MTFs Proposal

Ref. Appendix 2a.1

2026-2031

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

Initial One-Off Investment Capital Costs	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£000s	£000s	£000s	£000	£000	£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	2027/28	2028/29	2029/30	2030/31	Total
	£000s	£000s	£000s	£000	£000	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	
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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 EqlA Screening Tool been completed for this proposal?			
EqlA Screening Tool			
What mitigations will be taken to minimise negative equality impacts (if relevant)?			
Is a full EqlA required?		Yes	
Full EqlAs to be undertaken at Stage 2			

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 <i>All figures shown on an incremental basis</i>	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	
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Indicative timescale for implementation

	01/07/2025	
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, 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 EqlA Screening Tool been completed for this proposal?			
EqlA Screening Tool			Yes
What mitigations will be taken to minimise negative equality impacts (if relevant)?			Prioritisation system focused on need
Is a full EqlA required?			Yes
Full EqlAs to be undertaken at Stage 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
<i>LAC number increases (Example for illustrative purposes only)</i>						
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	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Financial Impacts						£000s
<i>Increase in placement costs (LAC) - Example for illustrative purposes only</i>						
Payment of incentives to landlords to retain existing private sector leased properties	952					952
Savings - (assume 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
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Add in FTE (post) number changes by year (both additions and deletions)	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Nos (FTEs)	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
	-	-	-	-	-	-

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Financial Scrutiny: Understanding your Role in the Budget Process

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

Overall, is the MTFS and annual budget:

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

Stage 1 – planning and setting the budget

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

Possible questions which Scrutiny members might consider –

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

Stage 2 – Monitoring the budget

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

- What does the under/over spend mean in terms of service performance? What are the overall implications of not achieving performance targets?
- What is the forecast under/over spend at the year end?

- What plans have budget managers and/or the Portfolio Holder made to bring spending back on budget? Are these reasonable?
- Does the under/over spend signal a need for a more detailed study into the service area?

Stage 3 – Reviewing the budget

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

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

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

Report for: Housing, Planning and Development Scrutiny Panel, 17 November 2025

Title: Haringey Draft Local Plan

Report

authorised by: Rob Krzyszowski, Director, Planning & Building Standards

Lead Officer: Bryce Tudball, Head of Spatial Planning

Ward(s) affected: All

Report for Key/

Non Key Decision: For information

1. Describe the issue under consideration

- 1.1 The Housing, Planning and Development Scrutiny Panel has requested to scrutinise the Haringey Draft Local Plan as part of its oversight of the Haringey New Local Plan. The Draft Local Plan was approved for public consultation by Cabinet on 16 September 2025 and public consultation is currently underway closing on 19 December 2025. This paper provides a brief background to the Haringey New Local Plan and signposts the panel to key documentation relating to the Draft Local Plan.

2. Recommendations

The Scrutiny Panel is asked to note this report.

3. Reasons for decision

Not applicable.

4. Alternative options considered

N/A

5. Haringey New Local Plan

Background

- 5.1 The Local Plan is the principal planning document that the Council uses to determine planning applications. The Council's existing Local Plan comprises four separate documents each adopted in 2017. The Council is currently

preparing a New Local Plan to provide a long-term vision for new buildings and development in Haringey.

- 5.2 A lot has changed since the existing Local Plan was adopted in 2017:
- changes to national planning policy and legislation
 - the adoption of a new London Plan
 - Haringey's declaration of a climate emergency
 - a growing focus on health and wellbeing of our communities
 - the revision of the Council's strategic aspirations for Haringey
- 5.3 A New Local Plan is a key opportunity to:
- help deliver the Council's vision of what it wants for Haringey by 2035: a place where we can all belong and thrive
 - deliver on the Haringey Deal– allowing residents, businesses and organisations to shape development and change in Haringey's communities and neighbourhoods, and for us to hear the voices of those that are too often overlooked.
 - provide an updated planning framework for the borough which is as effective as possible in achieving Haringey's priorities and addressing the issues we face such as the climate emergency and the homelessness crisis
 - prepare for exciting opportunities for Haringey such as being London Borough of Culture 2027 and helping host the UEFA Euro 2028 Men's Football Tournament
- 5.4 The New Local Plan will be a single, consolidated plan and fully replace the 4 documents that currently make up the adopted Local Plan:
- Strategic Policies Development Plan Document (2017)
 - Development Management Development Plan Document (2017)
 - Site Allocations Development Plan Document (2017)
 - Tottenham Area Action Plan (2017)
- 5.5 Once adopted, the New Local Plan will be the key component of our Development Plan, alongside and supported by:
- the London Plan (2021)
 - Neighbourhood Plans
 - the North London Waste Plan (2022) (which sets out the planning framework for waste management in North London)
 - any National Development Management Policies published by the Government
- 5.6 Work on the New Local Plan began in 2020, starting with a "New Local Plan First Steps Engagement" consultation with residents, businesses and stakeholders through to 2021, before any policies had been drafted. This early stage identified

key issues and opportunities, such as how to accommodate growth and shape the borough's future.

5.7 Feedback from that engagement with residents, businesses and stakeholders informed the preparation of a Draft Local Plan consultation document, which includes:

- A comprehensive vision and framework for delivering high-quality placemaking in the borough
- An overall strategy for managing growth while protecting valued assets like open spaces, heritage buildings, and community facilities.
- Draft planning policies; and
- Proposed site allocations for future development.

5.8 The Draft Local Plan is the first full draft of the New Local Plan. It sets out the Council's proposed 15-year spatial vision for new buildings and development in the borough, together with a borough-wide framework for placemaking.

5.9 The Draft Local Plan was approved for public consultation by Haringey's Cabinet on 16 September 2025. Consultation was formally launched on Friday 10 October 2025 and will run for 10 weeks until Friday 19 December 2025. As part of this, residents, businesses, and stakeholders are being invited to provide detailed feedback on the policies and proposals.

5.10 The responses received to the consultation will help shape the next iteration of the New Local Plan called the 'Submission Local Plan' which the Council will seek to adopt following an independent examination of the said Plan by an inspector appointed by the Secretary of State.

5.11 Full details relating to the Draft Local Plan and its preparation are provided within the associated 16 September 2025 Cabinet report. The Cabinet report, Draft Local Plan itself and key supporting documentation are linked within Section 8 of this report.

6. Contribution to Corporate Delivery Plan 2024-2026 High level strategic outcomes

6.1 The New Local Plan is cross-cutting and sets out a comprehensive placemaking framework for Haringey that contributes to the delivery of all six 'Calls to Action' from the Borough Vision. The Local Plan includes a spatial vision for the borough which is complementary to the Council's overall vision for Haringey and which focuses on how development and land use change will secure positive placemaking outcomes.

6.2 The approval of the Draft Local Plan for consultation will help progress the New Local Plan towards adoption, which is listed as an activity in both the "Homes for

the future” and “Place and economy” theme of the Corporate Delivery Plan 2024-2026.

7. Use of Appendices

None

8. Background Documents

- Draft Local Plan Cabinet report 16 September 2025
<https://www.minutes.haringey.gov.uk/documents/s153550/Approval%20to%20consult%20on%20Regulation%2018%20Draft%20Local%20Plan%20report.pdf>
- Draft Local Plan consultation document Part 1
<https://haringey.gov.uk/sites/default/files/2025-10/draft-local-plan-part-1-placemaking-for-haringey.pdf>
- Draft Local Plan consultation document Part 2
<https://haringey.gov.uk/sites/default/files/2025-10/draft-local-plan-part-2-neighbourhood-policies.pdf>
- Draft Local Plan consultation document Part 3
<https://haringey.gov.uk/sites/default/files/2025-10/draft-local-plan-part-2-compressed.pdf>

9. Local Government (Access to Information) Act 1985

N/A

Housing, Planning & Development Scrutiny Panel

Work Plan 2024 – 2026

1. Scrutiny review projects; These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e., ones that cover the terms of reference of more than one of the panels.		
Project	Comments	Priority
TA Placements Policy & TA Discharge of Duty Policy	The Panel would like to do a short review to align with the development of these two strategies. The Panel would like to look at Temporary Accommodation and how the organisation decides who is placed in what type of property. The Panel is concerned about the use of expensive nightly paid accommodation and the use of Travelodges. The Panel would also like to look at the types of accommodation that we place people in to discharge out housing duty, particularly use of the private rented sector.	

2. “One-off” Items; These will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.	
Date	Potential Items
2024/25	

30 July 24	• Terms of Reference • Housing Asset Management Plan • Leaseholders • Fire Safety Action Plan
26 September 2024	• Housing Strategy & Policies Programme • HRA Capital Governance • Placemaking Programmes and Funding • Response to Ombudsman Complaint in relation to Planning Application HGY/2022/4537
05 November 2024	• Housing Associations • Work Programme
21 November 2024 (Budget Meeting)	• Budget scrutiny
16th December	• Budget Scrutiny (HRA)
06 March 2025	• Verbal Update on the Local Plan consultation timetable and process • Allocations Policy • Housing Mock Inspection
2025/26	
23 June 2025	• Terms of Reference • Housing Resident Engagement Impact Assessment April 2023 to December 2024 • Housing Adaptations • Housing Service Performance Scrutiny 2024/25 Outturn • Cabinet Member questions (Cllr Williams)

23 September 2025	• <i>Standing Report – KPI Update</i> • <i>Q1 Budget & Performance Monitoring report (Finance)</i> • Housing Improvement Programme ○ Damp & Mould (including preparedness for Awaab’s Law) ○ Progress Against Decent Homes Standard ○ Update on Fire Safety Actions ○ Outstanding Actions from Social Housing Regulator Referral
17 November 2025 (Budget)	• <i>Standing Report – KPI Update</i> • Budget Scrutiny (General Fund) • 12 month update on the actions from the Review into PRS • Local Plan Update
15th December 2025	• <i>Standing Report – KPI Update</i> • <i>Q2 Budget & Performance Monitoring report (Finance)</i> • <i>Housing Revenue Account Business Plan and Budget 2026/27 Proposals</i> ○ Including Figures on the Financial Impact of Legal Disrepair Claims • Estate Renewal • Cabinet Member questions (Cllr Gordon)
9th March 2026	• <i>Standing Report – KPI Update</i> • Update on the Council’s Housebuilding Programme • Voids • Neighbourhood Moves Scheme (Update on its implementation, proposed changes & progress to date) • Tenant Satisfaction Measures (Survey Results)

Indicative future agenda items:

- Older People's Housing Strategy & Rightsizing Strategy
- Housing Officers: Caseload, expectation, performance management, KPIs etc, relationships with residents.