

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 12th February, 2026, 7.00 pm - Woodside Room - George Meehan House, 294 High Road, N22 8JZ

(To watch the live meeting click [here](#) or watch the recording [here](#))

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

Co-optees/Non Voting Members:

Quorum: 3

1. FILMING AT MEETINGS

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

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST

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

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

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

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

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

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

6. MINUTES (PAGES 1 - 12)

To approve the minutes of the previous meeting held on 19th January 2026 as an accurate record.

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 13 - 50)

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

- Adults & Health Scrutiny Panel – 16th December 2025
- Culture, Community Safety & Environment Scrutiny Panel – 16th December 2025

8. EMPLOYMENT & SKILLS (PAGES 51 - 66)

To provide an overview of employment data and to respond to the Committee's concerns about worklessness, insecurity of work and low pay.

9. STRATEGIC WORKFORCE PLANNING (PAGES 67 - 72)

To provide an overview of the Council's workforce, strategic workforce planning and employee wellbeing.

10. NEW ITEMS OF URGENT BUSINESS

11. WORK PROGRAMME UPDATE (PAGES 73 - 124)

To note the current 2025/26 work programme for the Committee and to propose any amendments as required.

12. FUTURE MEETINGS

- 11th March 2026 (7pm)

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

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

Wednesday, 4 February 2026

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MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY 19TH JANUARY 2026, 6.30 - 9.30pm

PRESENT:

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

68. 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.

69. APOLOGIES FOR ABSENCE

There were no apologies for absence.

70. URGENT BUSINESS

There were no items of urgent business.

71. DECLARATIONS OF INTEREST

None.

72. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

73. MINUTES

RESOLVED - That the minutes of the previous meeting held on 27th November 2025 and 10th December 2025 were agreed as an accurate record.

74. MINUTES OF SCRUTINY PANEL MEETINGS

RESOLVED - That the Committee received and noted the minutes of the following Scrutiny Panels, and approved any recommendations contained within:

- Adults and Health Scrutiny Panel – 13th November 2025
- Culture, Community Safety & Environment Panel – 13th November 2025
- Housing, Development & Planning Scrutiny Panel – 17th November 2025

- Housing, Development & Planning Scrutiny Panel – 15th December 2025
- Children & Young People’s Scrutiny Panel – 18th November 2025

75. TREASURY MANAGEMENT STRATEGY STATEMENT 2026/27

The Panel received a copy of the draft Treasury Management Strategy Statement (TMSS) 2026/27. The Council has adopted the Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice (CIPFA Code) which requires the Council to approve a Treasury Management Strategy before the start of each financial year. The draft TMSS was presented to OSC for scrutiny. Any comments made OSC would be taken into account by Audit Committee and, where appropriate, reflected in the final TMSS presented to Council on 2 March 2026. The TMSS and covering report were introduced by Sam Masters, Head of Treasury & Banking, as set out in the addendum report pack at pages 17-58. The Corporate Director of Finance and Resources, the Director of Finance and the Cabinet Member for Finance and Corporate Resources were all present for this agenda item. The following arose as part of the discussion on this item:

- a. The Chair queried the extent to which the level of proposed borrowing was sustainable. It was acknowledged that Housing Revenue Account (HRA) borrowing and borrowing in the General Fund (GF) were separate, and that a significant portion of the borrowing in the GF related to Exceptional Financial Support (EFS). The Chair sought assurances around the extent to which Table 1 and Table 8 in the report gave conflicting information, with Table 8 appearing to indicate that the ratio of increased borrowing costs were broadly flat in relation to net revenue. In response, officers advised that in real terms, as revenue increased, that by 2031 20% of the £400m revenue budget would equate to £80m. It was acknowledged that this was a huge amount of money that would be spent on servicing debt, rather than on providing services. Officers acknowledged that the information presented in the table could be misleading
- b. The Corporate Director of Finance commented that this was the first year that the report had separated out the financing costs within the HRA, GF and EFS. It was acknowledged that as a totality the level of debt was unsustainable and was higher than most neighbouring boroughs. The Corporate Director commented that it was important to understand that the three areas of debt were all slightly different. It was commented that the level of debt was increasing faster on the HRA than the GF, particularly as a lot of work had been done in looking at the viability of capital projects in the General Fund. Whilst the HRA had higher levels of spend, this also generated additional revenue through additional rental income. It was commented that reliance on EFS was the only option at present, but that the Council had to do everything it could to reduce reliance on EFS over the next two to three years. It was set out that ultimately £500m of EFS over five years was not sustainable, but that it was important to understand that this was a working assumption at this point.
- c. The Chair commented that Table 9 showed that the ratio of financing costs to rental income doubled over the five year period of the MTFs. It was queried whether this suggested that the current housebuilding programme was unsustainable or that there was a point at which the additional revenue generated offset the debt costs. In response, the Corporate Director advised

that it was important to look at the ten-year position of the HRA, which showed that from years 6-10 the additional income from new builds and the investment in existing stock would reduce the borrowing costs. It was commented that sustainability in the HRA was measured through its ability to generate a surplus, the target for which was £8m. The Chair of the Housing Panel commented that the ratio changed as the current housebuilding programme was completed, but that this assessment did make a number of assumptions, such as the programme finishing in 2030. In addition, it was important to note that debt management in the HRA was different to the GF, as it was based on servicing the debt, rather than paying back the capital.

- d. The Panel sought clarification about whether the Corporate Director, felt that the level of debt was too high in the HRA, despite the fact that a number of the ratios and indicators seemingly presenting a positive picture. In response, the Committee was advised that the level of debt was high, and that reflected a choice made by the Council to invest in building new homes and to refurbish its existing stock. It was commented that legally there was no requirement to pay down the principal in the HRA, just the debt. The Corporate Director suggested that this was something that the authority might want to look at in the next two to three years, perhaps when interest rates were lower.
- e. In response to a follow up question, the Corporate Director of Finance commented that the way the authority treated the HRA in relation to only servicing the debt, was not unusual, in fact most authorities did the same. The Corporate Director set out that the authority needed to look at all of the different indicators on affordability each year in order to assure ourselves that it was affordable.
- f. The Panel commented that many of the indicators were effectively self-imposed. The Panel recommended that future reports provided greater clarity on how the HRA and GF were different, the differing accountancy rules, and further clarity on what the markers were for each fund. **(Action: Philip).**
- g. The Panel noted that Table 3 of the report seemingly showed that the Council was seeking to increase borrowing by £489m by 2026/27, and that there were also huge increases in debt servicing costs across the MTFS period. The Panel sought clarification about how so much money was being spent in a relatively short space of time. In response, the Cabinet Member set out that nobody at either an officer level or at the Cabinet level thought that the reliance on EFS was sustainable. The Cabinet Member set out that the Section 151 Officer had to give her best projection based on the actual figures, she was unable to include things that hadn't happened yet. It was suggested that the only way to get to a sustainable position was to keep looking at the capital programme and its affordability. In conjunction with this, the Council needed to look at how it delivered services and look to implement transformation programmes. Help from the government was also necessary as Haringey was not alone in the difficulties it faced. The government had already agreed to cover SEND spend, as an example. The Corporate Director reiterated the importance of looking at the different challenges faced by each of the three sources of debt i.e. GF, HRA and EFS separately.
- h. The Panel queried whether the relevant governance arrangements had been put in place to support a C. £500m increase in borrowing by the end of 2026/27. In response, officers advised that a lot of this would be accrued costs that hadn't been paid yet. The Corporate Director commented that in terms of

- EFS, there wasn't really anything to scrutinise, but the key question was whether the Council could deliver a capital programme of this size, and taking account of historical non-delivery of parts of the capital programme. The Committee was advised that the governance arrangements were in place. All new schemes were subject to a new robust capital governance process including the need for a business case and a series of gateway controls. A similar process for existing schemes was also being implemented, but this was more difficult to do. The Corporate Director advised that it was important that the Council got the spend profile correct in relation to how quickly the money could be spent. The Committee would be able to monitor the delivery of the capital programme through quarterly budget monitoring reports.
- i. The Panel questioned whether, in light of the fact that two-thirds of the capital programme currently sat in the HRA, the Council was looking at reducing the size and scope of the housebuilding programme. In response the Cabinet Member advised that no, this was not the case. It was commented that the HRA capital programme was slightly different as the Council was investing in assets, which generated additional revenue. Individual schemes had to demonstrate that they could wash their own face in order to proceed. It was suggested that interest rates played a big role in this. Rather than pull back on the Council's commitment to build 300k new homes, it was necessary to look at individual schemes to make sure they were affordable. It was reiterated that the Housebuilding Programme would save the Council money in a number of ways in the long term.
 - j. A Panel Member contended that even if the HRA capital programme was scaled right back, this wouldn't affect the accrual of £500m plus of EFS, and that it was arguable that it would make the amount of EFS required more, rather than less, as you would not be tackling some of the underlying cost pressures. Clarification was sought on how borrowing under the HRA, GF and EFS were linked. In response, officers clarified that EFS only applied to the GF, and that at present there was very little risk of the HRA requiring EFS. New builds, acquisitions and providing people with permanent homes all came under the HRA, however Temporary Accommodation was a cost pressure in the GF, therefore the more that could be done to reduce cost pressures in this area the more the need for EFS would be reduced.
 - k. The Committee noted that when reading the report, it was difficult to understand where the key areas of risk were, and which part of the report provided assurances that the risk level was manageable. In response, officers clarified that this was not the purpose of the report. Instead, the report was about how the Council could manage the process of borrowing enough money to met its capital programme. It was set out that looking at the TMSS in isolation was not enough, instead Members should view the budget report, TMSS, HRA Business Plan and the Capital strategy as a suite of reports that provided the context as a whole.
 - l. In relation to investments, the Committee requested an update on progress made in implementing the divestment policy. In response, officers advised that the investment portal used by the Council allowed officers to scrutinise funds that were invested in down to a counter-party level. Officers advised that they had done the due diligence and they were satisfied that none of the direct counterparties were involved in investing in arms manufacture or businesses in the Occupied Territories. It was commented that it was more difficult to

scrutinise this when it came to financial institutions and the things they had invested due to their general opacity in these matters. Officers set out that they were satisfied with that none of the Council's directly invested funds were invested in such a way that would be counter to the divestments policy.

RESOLVED

That Overview and Scrutiny Committee scrutinised and provided comments on the proposed updated Treasury Management Strategy Statement for 2026/27 prior to its presentation to Audit Committee on 29th January, Cabinet on 10th February 2026 and then full Council on 2nd March 2026 for approval.

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

Cllr Connor opened the discussion on the draft 2026/27 Budget and 2026/27–2030/31 MTFS by asking for questions from the Committee:

- Referring to page 79 of the main agenda pack, Cllr Small requested clarification that 10% of the Council's income came from Council Tax. Cllr Carlin clarified that this was not accurate and that the figures would be corrected in the forthcoming Budget reports to Cabinet and Full Council.
- Cllr Connor requested further explanation about how the forecast budget gap and capital borrowing would be addressed by the Council. Taryn Eves explained that Table 6 illustrated the position in November 2025 based on corporate assumptions but that further work had been conducted since then and the full draft budget, including updated assumptions, was in the process of being finalised. She reiterated that the Council was doing everything it could to minimise the reliance on Exceptional Financial Support (EFS), including spending controls and restrictions, but that 72% of the Council's budget was spent on statutory services and the demand and cost of these were continuing to rise. This situation was unsustainable and so more radical changes would be required over the next two years, such as on prevention and initiatives with temporary accommodation including acquisitions to reduce reliance on bed & breakfast accommodation. Further details would be provided in the next budget report to Cabinet and Full Council.
- Cllr White referred to the structural problem with funding the Council's services but expressed concern that some of the pressures currently being experienced were a consequence of previous cuts to services. He suggested that it may not always be the right thing to do to minimise reliance on EFS if there may be opportunities to invest-to-save that may benefit the Council's finances in the longer term. Cllr Carlin acknowledged that wholesale transformation of the Council would be the only way out of the current situation and that this needed to include growth as well as cuts, including by maximising income from the Council's assets and transforming the way that services were delivered over the medium-term. She agreed that short-term cuts should not be made if they would lead to additional long-term costs.

- Cllr White commented that feedback from residents often included negativity about the general maintenance of the Borough and that the savings made in recent years may have had knock-on effects to the state of mind of residents. Cllr Carlin pointed out that Haringey was one of the few Boroughs that still had a commitment to clear dumping within 24-48 hours of it being reported. She added that it was essential to reduce spend in some areas but also to have a long-term plan. Taryn Eves commented that the funding envelopes from government for the next three years was now known and, while it may not be as much as was hoped, this did provide some certainty and would assist with the thinking about the approach over this period. She added that conversations were needed with government about the root causes of the excessive demand and price pressures for statutory services, including on SEND, adult social care and temporary accommodation.
- Cllr Connor commented that there was a projection on the EFS in Table 3 of the TMSS and that the figures significantly differed from Table 6 (Cumulative Budget Gap) of the November Cabinet report in the agenda pack. As the November figures were out of date, Cllr Connor requested that an updated table be provided as an appendix to the agenda papers at this stage in future years so that the Committee was clearly able to see the most up to date information. **(ACTION)**
- Asked by Cllr Connor about savings, Taryn Eves noted that the new savings for the MTFS period in the draft Budget were relatively limited, but that there were around £53m of previously agreed savings to be delivered in 2025/26 and 2026/27. As set out in the Q2 2025/26 Finance Update, not all of the 2025/26 savings were on track to be delivered and so this was the main focus. She highlighted that paragraph 13.6 of the November Cabinet report, which referred to a more fundamental review of Council services, would be expanded upon in the next report to Cabinet in February. This work would be commenced shortly and could involve in-year changes, but overall this was expected to be a two-to-three year plan.
- Asked by Cllr Connor about the progress towards achieving the previously agreed savings for 2025/26 and 2026/27, Taryn Eves said that the Committee had recently seen the Q2 2025/26 update, with the Q3 update due to follow shortly. She confirmed that, although there was likely to be some improvement in the position, there would be some non-delivery of savings in 2025/26, particularly with the cross-cutting savings. An assumption was made in the forecasting that the full £53m of savings would be delivered by the end of 2026/27. She continued that, although there was still some risk associated with this, the assurance process had been tightened and the corporate contingency had been increased to better enable the management of that risk.
- Cllr White challenged the statements in paragraphs 13.6 and 13.7 of the Cabinet report which appeared to suggest that it was possible to fix the budget gap by reducing services. However, he pointed out that up to 80% of the Council's spend was on statutory services and, while it may be possible to make efficiencies, the Council had no choice about the need to provide these

services. He therefore suggested that the Council needed to explain the structural financial problem and the fundamental issue with local government funding more clearly and realistically. Taryn Eves acknowledged that the figures on the budget gap looked very challenging and noted that paragraph 13.6 referred to 'addressing' the budget gap rather than 'closing' the budget gap. However, until the work had been carried out to establish what was possible and the priorities of the new Council plan had been determined, she would not be in a position to say how much the budget gap could be reduced by. She acknowledged the challenge in Cllr White's comment and said that she would expand on this issue further in her forthcoming Section 25 statement. Cllr Carlin reiterated the need to look at everything involved with the delivery of services and what transformation could be made as opposed to more 'salami slicing' cuts. Cllr Small commented that the future shape of service delivery was a matter for political scrutiny rather than a financial report. Cllr Lawton agreed with Cllr White's point that fundamental changes to services were required. She commented that paragraphs 13.6 and 13.7 were therefore misleading as the reality was that the budget gap was very large and the way that the Council was funded did not match the services that the Council currently provided. Taryn Eves added that she had spoken at various meetings about the unsustainable nature of the budget gap and so paragraphs 13.6 and 13.7 should be considered in that context. However, she acknowledged the comments that had been made and felt that this would be reflected in the Section 25 statement.

RESOLVED – The Committee recommended that the budget reports should accurately reflect the structural financial issues faced by the Council and should make clear that the situation was now unsustainable without increased local government funding or fundamental changes to the services delivered by the Council.

The Committee then referred to Appendix 9 which summarised the draft recommendations and responses to requests for further information following the series of budget scrutiny meetings conducted by the Scrutiny Panels and the Overview & Scrutiny Committee in November and December 2025. The following amendments were agreed:

Adults & Health Scrutiny Panel

- **General (EFS)** – Cllr Connor noted that an extract from the TMSS had been provided but felt that this did not provide sufficient detail. OSC requested that Cabinet provide a more detailed response on the long-term sustainability of the interest payments and the capital repayments for EFS.
- **General (Better Care Fund)** – Cllr Connor welcomed the response received by the Committee and requested that further details be provided in relation to the BCF Support Programme for Neighbourhood Health Planning when this became available.

- **Adult Social Care Charging Policy** – The Committee requested further reassurance from the Cabinet on:
 - Whether further information, guidance and advocacy was available before changes start.
 - Whether reasonable adjustments were automatic rather than reactive.
 - Whether residents can appeal, pause or review these changes without any detrimental impact.
 - Whether this policy could discourage care uptake from vulnerable groups.

Culture, Community Safety & Environment Scrutiny Panel

- **Leisure Commercialisation** – The recommendation was that the Committee be provided with detailed figures in relation to the savings presented for Leisure Commercialisation as part of future budget monitoring reports. It was also noted that details of social value would be welcomed by the Scrutiny Panel.
- **Clean Air Schools Zone** – It was noted that slides on the School Streets Programme had been circulated to the Committee. Zoe Robertson, Programme Director for Wellbeing & Climate, clarified that the slides were about a different programme though the objectives were similar. The Clean Air Schools Zone was a project that had not been developed and had been removed from the capital programme which was why the details of this were limited.

Housing, Development & Planning Scrutiny Panel

- **Void properties** – It was noted that a response had been received on performance improvement. The Committee sought further clarification from Cabinet that, in view of the challenges faced in meeting the 1% target, whether this target was still in place? It was requested that the Cabinet comment on whether they were happy that having a 1% target was advantageous, given the challenges and the proportion of voids that were generated through the Neighbourhood Moves Scheme, and the fact that the Neighbourhood Moves scheme was being reviewed.
- **Sustainability of Long Term Borrowing Costs** – Following the response that had been received Cllr Small proposed a recommendation on behalf of the Housing, Development & Planning Scrutiny Panel: *“The Panel notes that while the 30-year HRA business plan and model provide a long-term assessment of financial viability, it does not in itself provide a mechanism for regular member scrutiny of incremental HRA borrowing decisions or their interaction with the Council’s wider, pooled debt and treasury management arrangements.*

It is recommended that Cabinet considers introducing an annual HRA debt management statement alongside the HRA budget and Capital Strategy.

The statement should summarise the Council’s risk appetite for HRA borrowing, the key prudential metrics used to assess affordability and sustainability within

the HRA model, how these are informed by sector practice and relevant peer benchmarks, and the cumulative impact of HRA borrowing decisions on the Council's overall debt position.

The Panel considers this would strengthen transparency, support effective scrutiny, and ensure alignments between HRA investment decisions and the Council's broader capital and treasury strategies."

Children & Young People's Scrutiny Panel

Cllr Lawton reported that the Panel had scrutinised the proposals relating to Children's Services and the details were set out in the minutes from the meeting. The previously agreed savings had been delivered and the Panel had been satisfied with this. A new budget pressure related to rising costs in certain areas and so no recommendation was required on this. There had been robust queries from the Panel about additional staff required to deal with subject access requests. There were invest-to-save measures on foster care allowance increases and accommodation for care leavers which the Panel was happy with.

Cllr Lawton noted that some schools were currently running a deficit and so the issue of school financing had been of particular interest to the Panel recently. The budgets were separate from the Council's General Fund but there was still some risk to be mindful of.

There were no specific recommendations arising from the Children & Young People's Scrutiny Panel.

Overview & Scrutiny Committee

- **General (More details about savings proposals in the written reports)** – Cllr Connor proposed that a Cabinet response should be requested on this recommendation.
- **Independent Sounding Board** – Taryn Eves reported that there would be an update on this item in the Budget report in February.
- **Debt Levels** – It was noted that information on the Council's overall position on existing borrowing had not been available at the time of the budget scrutiny meetings in November but had now been provided as part of the TMSS. The Committee recommended that, in future years, the most up to date details of the Council's overall debt levels be provided to the Overview & Scrutiny Committee as an appendix in the agenda papers at the main budget scrutiny stage in November in order to bring this in line with the information available at this point to the Audit Committee. Cllr Connor suggested that there may need to be an additional conversation outside of the meeting in order to agree on the appropriate procedure for future years and the right stage of the process for key information to be made available to the Committee. **(ACTION)**
- **Corporate Landlord Model** – Cllr Connor noted that the report explained that the corporate landlord model had exposed significant unfunded property costs

including business rates, utility bills and maintenances costs. She queried the risk to buildings or services due to the increased costs. Taryn Eves explained that uncovered pressures of around £1.7m had been reported in the November Budget papers and additional work had been carried out over the past two months to develop a more accurate estimate. In addition, the revaluation of business rates would come into effect from April 2026. She added that these additional costs were not necessarily associated with risks to services but they were pressures that needed to be factored into the 2026/27 Budget. The Committee recommended that this issue be added to a future Overview & Scrutiny Committee work programme to be monitored after there had been further implementation of the corporate landlord model and there was greater clarity over the business rates issue.

- **Reduce Business Saving Support** – Jess Crowe, Corporate Director of Culture, Strategy & Communities, commented that Cllr Gordon (Cabinet Member for Placemaking & Local Economy) had previously informed the Committee about the new channels of communication with businesses that had recently been established including the Business Bulletin and the new Business Forum. She added that the Council would also be reviewing its Inclusive Growth Strategy as the existing version had been published a few years previously. Since then, the London Growth Plan had been published which included details of the priority economic sectors across London. The revised Inclusive Growth Strategy would aim to focus business support on priority economic sectors in the Borough and target these in the most useful way. She indicated that a further discussion could be scheduled with the Committee after the initial background work on this had been undertaken. Cllr Connor suggested that an all-Member briefing could be worthwhile given the number of Councillors with an interest in this area. **(ACTION)**
- **Reduction in Digital Schemes** – Noting that digital schemes were a significant area of spend, elements of which had been considered across the Scrutiny Panels as part of the budget process, it was recommended that this issue be added to the Committee's future work programme to be monitored further.

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

The Committee received a verbal update on the Local Government Settlement for 2026/27 from the Section 151 Officer and Corporate Director of Finance and Resources, Taryn Eves. A summary of the key points is set out below:

- The previous update to OSC was in November, since then Corporate Finance had continued to work through all of the various parts of the budget in order to produce a draft budget to present to Cabinet on 10th February.
- In November a budget gap position of £57m was forecast. This was before any outcomes of funding reform were known, and was based on the latest estimate of pressures at the time, as well as an assumption that all new savings would go ahead as proposed.
- The provisional settlement was published on 17th December, based on the outcome of funding reforms. The final settlement was expected mid-February.

- Core Spending Power (CSP) was set to increase by £49.7M over the next three years. CSP was made up of Council Tax and government grants. The largest proportion of that increase over the next three years was from Council Tax increases, which were assumed at 4.99% by the government. The draft budget report had already made an assumption of a 4.99% increase in Council Tax. This effectively negated £31.9m of the £49.7m increase in CSP.
- The published increase in grants was £17.8m over the next three years, of which just under £8m was in 2026/27.
- The Corporate Director of Finance and Resources advised that it was worth noting that the CSP assumed that Haringey's Council Tax collection would be £151m. The internal estimate was that the figure would be £145m. The discrepancy was largely down to a number of assumptions made around collection rates and the Council Tax base. The Council had higher levels of Council Tax discount and exemption than the government had assumed. The Council Tax Reduction Scheme in Haringey was around £35m a year, and of that £17m was statutory and £17-18m was discretionary.
- In relation to the £17.8m increase in grants over three years from their published figures, when you compare what LBH was going to get against the assumptions made in the draft budget, the total benefit to Haringey was £12.4m. Of that £12.4m, £2.3m related to grants in Children's Services, so the actual figure was a £10.1m increase in grant funding.
- The Corporate Director of Finance and Resources advised that her service had also been looking at budget pressures, keeping these under review in-year and regularly reviewing the under-spend position. The budget papers to Cabinet in February would be using the figures at Period 8, which was later in the year than was used for the budget setting process last year.
- The most up-to-date figure for the total budget pressures was just over £41m, and this was largely in line with what was reported in November. The biggest change was in non-service budgets, such as interest costs and Minimum Revenue Position. Corporate Finance had undertaken some financial modelling in the intervening period with the Council's treasury advisor, Arlingclose.
- There were no new savings proposals that had come forward since the November report.
- The Corporate Director of Finance and Resources commented that there should be a continuous process of looking to make cost reductions and management actions, and that this should be part of the organisational culture of the organisation.
- The public consultation process on the budget closed on 6th January and officers were working through the responses that had been received. This would be submitted to Cabinet in February as part of the draft budget report.
- The budget report going to February Cabinet would be based on the assumption that EFS funding from the government would be approved in full.

The following arose as part of the discussion of this item:

- a. The Panel sought assurances around whether there were any particular concerns about the direction of travel that the Corporate Director felt that Members should be focused on. In response, the Corporate Director advised that no, she had provided the headline figures for the provisional settlement

and that the big change was the further use of EFS and the impact that this had on interest costs in the General Fund and on MRP.

- b. The Panel sought clarification around the previous statement that had been made in relation to government assumptions around Council Tax collection rates. The Panel queried whether this reflected the fact that government was not adequately funding Council Tax exemptions, or whether this was an ongoing political dispute between local and national government. In response, officers advised that the government made some national assumptions around Council Tax collection rates and on the numbers receiving a discount on their Council Tax. It was suggested that this was something that the authority should look into in the next 12 months, to better understand the drop in collection rates. The Committee was advised that in addition to assumptions made by the government, Haringey's collection rate was lower than the authority would like. The number of properties in Haringey had increased by around 800 in the year, but that had no net improvement on the amount of Council Tax collected, which suggested that a number of these properties received either a discount or an exemption.
- c. The Corporate Director advised the Panel that the government calculated the national value of Council Tax at £2k per property, which was lower than the average (Band C) Council Tax due from a Haringey property. The Cabinet Member commented that previously Council Tax benefit was paid along with Housing benefit by central government. The administration of Council Tax benefit was devolved to local government by the Coalition government. The government then periodically cut the amount of grant funding it provided for Council Tax Support.
- d. In response to a question, the Committee was advised that as per figures set out in the budget papers, by the end of the 2026/27 municipal year, the interest due for EFS was £8m and the Minimum Revenue Provision (MRP) was £2m. In 2025-26 those figures were £3m and £300k respectively. MRP was not due on EFS until the year after, and this factor contributed to the much lower figures for 2025-26.

RESOLVED

Noted

78. DATES OF FUTURE MEETINGS

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

CHAIR: Councillor Matt White

Signed by Chair

Date

**MINUTES OF THE MEETING OF THE ADULTS & HEALTH
SCRUTINY PANEL HELD ON TUESDAY 16TH DECEMBER 2025
6.30 - 10.25pm**

PRESENT:

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

36. 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'.

37. APOLOGIES FOR ABSENCE

Apologies for absence were received from Helena Kania.

38. ITEMS OF URGENT BUSINESS

None.

39. DECLARATIONS OF INTEREST

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

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

Cllr Opoku placed on record that she worked closely with the NCL ICB in a professional capacity.

Cllr das Neves declared an interest as a member of the governing board of the North London NHS Foundation Trust.

40. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

A deputation was received from Nazarella Scianguetta and a group of residents on the subject of disabled accessibility and public toilets. It was noted that the applicants for the deputation had been sent details of the new draft Public Toilets Strategy & Action Plan which had been presented to the Health & Wellbeing Board in September 2025.

This document was expected to be presented to the Cabinet for approval in February 2026.

In introducing the deputation, Nazarella Scianguetta explained that she was attending the meeting to advocate for those living with disabilities and impairments in Haringey and made the following points:

- That the availability of accessible public toilets was not a luxury but a basic human right essential to the dignity, independence and inclusion of people with disabilities and impairments.
- That the social model of disability should be used when looking at how the Council's policies impacted on people with disabilities and impairments. Therefore, when public toilets were not accessible, it was not the impairment that excluded people but the environment and the policies that failed to accommodate everyone.
- Only 40% of public toilets in Haringey were fully accessible, with the remaining 60% lacking basic facilities such as step-free access and grab rails.
- As a consequence of this, people with disabilities and impairments in Haringey were forced to plan outings around the availability of accessible public toilets or to avoid some public spaces altogether. People impacted included elderly residents and families with autistic children.
- The Council had a particular responsibility to ensure that leaseholders to buildings that it owned provided accessible public toilets. This should include active monitoring and enforcement.
- The Council should also emphasise the importance of businesses to meet legal obligations on accessible public toilets in relation to buildings that the Council does not own.

Cllr das Neves, Cabinet Member for Health, Social Care & Wellbeing, responded to the deputation, commenting that the new draft Public Toilets Strategy & Action Plan had been co-produced with a campaign group called Loos for Haringey who also worked on the Toilets Strategy for London. As part of the preparation of the draft strategy, there had been engagement with a range of groups and a public survey. She said that the observations from the deputation would be fed into the co-production work with Loos for Haringey and that there would be a further opportunity for public comment when the draft strategy was put to Cabinet in early 2026. Cllr das Neves added that there were three 'Changing Places' accessible toilets in the Borough and the aspiration was to increase the number of these.

Members of the Panel then asked questions about the presentation from the deputation:

- Cllr O'Donovan asked about the community toilet scheme which involved private businesses such as cafes and restaurants allowing non-customers to use their toilets. Nazarella Scianguetta responded that the disabled and impaired community had lost trust in service providers to allow them to use their facilities.

- Cllr Connor asked what influence the Council had on this issue as landlords of leasehold businesses. Will Maimaris, Director for Public Health, noted that there were different types of arrangements with both community and commercial relationships. He explained that licensing arrangements allowed for inspections but that the Council's influence and resources was limited. The draft strategy acknowledged that there was an overall lack of toilet provision in the Borough but also a lack of accessible toilets and so it was necessary to work with partners to improve this.
- Cllr das Neves commented that this was a challenging environment and that the Council did not have extensive legal powers or a large resource to address this issue, but that the new strategy had a multi-pronged approach to tackle the different ways that residents could access public toilets.
- Cllr Peacock spoke about the lack of accessible toilets at Tottenham Retail Park and said that the management of the Retail Park had not responded to her attempts to engage with them on this matter. Cllr das Neves said that there had been discussions about future planning policies for new developments in the Borough that would have accessibility built into the plans.
- Nazarella Scianguetta emphasised the importance of valuing inclusion across society and of the Council using its powers and influences to improve accessibility in the Borough.

Cllr Connor thanked Nazarella Scianguetta for her presentation and to the officers and Cabinet Member for taking these comments for consideration ahead of the new draft Public Toilets Strategy & Action Plan being brought forward to the Cabinet in early 2026.

41. MINUTES

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

RESOLVED – That the minutes of the meeting held on 13th November 2025 be approved as an accurate record.

42. HARINGEY SAFEGUARDING ADULTS BOARD - ANNUAL REPORT 2024/25

Natalie Cowland, Independent Chair of the Haringey Safeguarding Adults Board (HSAB), introduced the Board's annual report for 2024/25 by highlighting some key points:

- A Person in a Position of Trust (PIPOT) framework had been introduced which had resulted in a number of cases being reported and responded to.
- The approach to Missing Persons had been reviewed.
- The Board's strategic priorities would run until 2028 and had been developed in consultation with the Joint Partnership Board.
- Processes on safeguarding and multi-agency collaboration around homelessness had been strengthened.

- Following a review, a revised version of the Board's Multi-Agency Escalation Protocol had been approved.
- Ongoing challenges included oversight of data which required strengthening.
- The Board was strengthening its relationship with the Joint Partnership Board because of the importance of co-production and understanding of lived experience.
- Further partnership working, including through joint meetings, would be taking place with the Community Safety Partnership and the Haringey Safeguarding Children Partnership board.
- The Board was conscious of the need to maintain the strength of safeguarding structures given the nature of the pressures and restructuring that local agencies were subject to.
- An independent review was ongoing in relation to adult social care and safeguarding, including the structure and resourcing of the HSAB.
- A review of the Board's Delivery Plan would be carried out to ensure that resources were being focused in the right places.

Natalie Cowland then responded to questions from the Panel:

- Cllr Brennan raised concerns about the difficulties in achieving effective multi-agency communications. Natalie Cowland emphasised the importance of partnership working and building relationships to establish a shared understanding. She acknowledged that there was a risk of relying on individual relationships and so coordination needed to operate at a system level to make sure that pathways were understood with clear guidance in use.
- Asked by Cllr Connor for further details about system-based working, Natalie Cowland said that this was an area where improvement was constantly being sought and that it was working better in some areas than others. She cited the example of close working with the Police as part of their current restructuring and reconfiguration of resources to ensure that the pathways, resources and support on safeguarding issues were available in a timely way when needed. This involved a review of these processes to ensure that the framework was effective.
- Cllr Connor referred to the section of the report on the Safeguarding Adults Reviews (SARs) and the importance of embedding learning. She requested clarification on the relevance of the following points relating to the 'Victoria' SAR:
 - Ensuring feedback is given when safeguarding concerns are referred.
 - Ensuring concerns raised about a care provider are shared with the relevant commissioning team.

Natalie Cowland said that a common concern in safeguarding was when people raised concerns but then did not hear anything further about the action taken. Jo Baty, Director of Adult Social Services explained that these issues had previously been raised by the CQC and so a meeting with providers had been organised by the Commissioning team to understand how communications with the team could be improved. This also included collaboration such as integrated workforce development, training support and

- ensuring understanding of escalation protocols. She added that another issue for adult social care was having more AI to help manage the high levels of demand, including in safeguarding.
- With regard to the 'Eleanor' SAR, Cllr Connor noted the reference to reviewing arrangements for authorising urgent packages of social care and queried why this hadn't been triggered in this case. Natalie Cowland said that she hadn't been in post during this case but would obtain further details for the Panel. **(ACTION)** She added that work to implement the recommendations from the SARs were underway. Cllr Connor also referred to the concerns raised through the "Rosemary and Mearl" SAR and recommended that the next HSAB annual report should include details of how the processes highlighted by SAR reports were being tightened. **(ACTION)**
 - Cllr Connor referred to the section on the SAR Implementation Subgroup on page 49 of the report which described "*an improved approach to quality assurance of local care provision, guided by the Quality Assurance and Contract Management Framework*". She contrasted this with information that 68 care homes in Haringey had not been inspected by the CQC for at least five to six years raising serious concerns about oversight, risk and resident safety. Natalie Cowland said that the backlog of inspections had been brought to the attention of the Board and these concerns had been escalated to the CQC. The CQC had brought additional resourcing to support this area and had asked to work with the commissioning team on the prioritisation of inspections. Sara Sutton, Corporate Director of Adults, Housing & Health, added that the Council had its own internal quality assurance processes which it had made improvements to. However, she acknowledged that there was a linked issue within the wider quality assurance landscape. Cllr Connor noted that the CQC were due to attend the next meeting of the Panel in February and so this could be raised with them directly. **(ACTION)**
 - Referring to the Engagement & Prevention Subgroup, Cllr O'Donovan requested further details about the prevention of financial abuse and a recent workshop on the issue. Natalie Cowland said that the workshop had taken place before her appointment but that she understood it to have been successful. She explained that issues relating to financial abuse was reported to the Board but no significant rise had been seen in this area. Cllr O'Donovan expressed concern that financial scams could be an under-reported issue and asked if national agencies reported data on this issue. Natalie Cowland said that she was not aware of such reporting but would be happy to consider what more could be done to strengthen prevention and engagement. **(ACTION)** Sara Sutton added that there was a role for Trading Standards on this issue and Cllr O'Donovan noted the role of the banks. Jo Baty commented that the other aspect to be aware of was transitional safeguarding as young people could be vulnerable to financial abuse when moving into independent/semi-independent living. She noted that Disability Action Haringey (DAH) was keen to do more work on this issue.
 - Asked by Cllr O'Donovan about work to support people who had issues with hoarding, Natalie Cowland noted that the aim of a recent event on this topic had been to start a conversation, to build on this with the Engagement &

Prevention Subgroup and bring the key agencies together on this. Cllr Brennan reported examples from casework where residents with hoarding issues would not allow access to their properties. She suggested that a gentle, supportive approach was needed to help people in such circumstances. Natalie Cowland said that there were support agencies active in this area and that she could provide details of these. **(ACTION)**

- Cllr das Neves commented that a session for Councillors on safeguarding, including practical information and advice on how to support residents who were experiencing some of the issues that had been discussed was planned for later in the year. Sara Sutton noted that this was relevant to different portfolio areas, including Housing and Fire Safety.
- Referring to the SARs and how risk could be managed, Cllr lyngkaran noted that all the individuals in the cases referred to were women and typically had complex medical histories. Natalie Cowland noted that the two SARs since she had been appointed had both been related to men but that all cases were examined in detail to understand what system-wide learning was relevant. Sara Sutton added that one of the ambitions of the multi-agency care coordination team (MACCT) was to expand working with people with multiple morbidity issues, complex needs and/or frailty. Cllr Connor noted that it would be useful for the Panel to receive an update about this approach at a future meeting including the funding mechanisms for this. **(ACTION)** Jo Baty added that the arrangements for the Panels that supported residents with more complex needs were being reviewed. There was also a forthcoming workshop with Housing colleagues on collaboration after hospital discharge, particularly in relation to residents who live alone.
- Cllr Connor referred to recent media reports on concerns about 'grooming gangs' and asked about the safeguarding arrangements in place and whether it fit within the transitions work or under Objective 3.2 in the report (Working with other partnerships to address safeguarding issues). Natalie Cowland responded that this sat more within the transitions space because the focus with the grooming gangs issue was typically on young people, but that abuse did not necessarily stop after the age of 18. She had sought assurance on this issue and there was no evidence that there were currently grooming gangs active in Haringey. Safeguarding Adults Boards had all had the opportunity to feed into Baroness Casey's work in this area through the national chairs' network. Cllr Connor commented that the recent media reports had referred to concerns about grooming gangs in the Haringey area and queried whether cases such as this could have been misidentified. Natalie Cowland said that the categorisation of any such incidents would be a question for the Police. Sara Sutton added that there was some significant work ongoing in Haringey in relation to issues of modern day slavery, sex work and sexual exploitation of adults which was linked in with the HSAB, Community Safety Partnership and with the Council's multi-agency work on the prevention of VAWG (Violence Against Women and Girls). Further information on this work could be brought to the relevant Scrutiny Panel if required. Cllr Connor proposed a recommendation to approach the Police to respond to further questions on this issue. **(ACTION)**

- Cllr Lyngkaran referred to the reported decrease of police deployments to health-related calls in Haringey on page 62 of the agenda pack. He queried what feedback there had been on this from local health services. Natalie Cowland noted that this pre-dated her appointment, but that the Board had received an update on the Right Care, Right Person (RCRP) initiative and it was on the forward plan for the joint Adults and Children's Safeguarding Boards to seek further assurances on this and the associated pressures. Sara Sutton commented that this was an area of concern due to pressures on the capacity of health services, including the Mental Health Trust. The Mental Health Trust had introduced a community single point of access and there was also now a mental health option on the NHS 111 phone service. She added that some investment from the Integrated Care Board (ICB) on assertive outreach support was forthcoming, but that the details of the plans were being awaited. She also highlighted that the focus on community mental health support would need to be linked into the wider area of multi-agency work on neighbourhoods. Cllr das Neves also expressed her concerns about the gaps in community mental health.
- Cllr Connor referred to the performance data, noting the 78% increase in safeguarding referrals from 2023/24 to 2024/25. Natalie Cowland explained that part of the increase related to the standardised safeguarding referral templates used across agencies which were directed to a dedicated inbox. There had also been more training on the thresholds for safeguarding reporting. She also noted post-pandemic vulnerabilities and the cost of living as contributory factors to issues such as financial abuse and neglect. Jo Baty added that, with financial pressures across all public agencies, this inevitably led to a pushing of safeguarding referrals to adult social care, with significant increases in referrals from the Police and NHS. This was a huge issue for adult social care which would need to be tackled with an improved digital response, more work with SAB in what constituted safeguarding, and the establishment of an early intervention and prevention officer to signpost people to. Cllr Connor referred to a recent issue where a large number of emails to adult social care were found to be unread and queried whether adult social care had the capacity to respond to a large increase in safeguarding referrals. Natalie Cowland acknowledged that this was recognised as an area that required strengthening, including improvement to the front door and triaging. Jo Baty was reporting into the HSAB on the improvement plan in this area.
- Given the increase in safeguarding referrals, Cllr Lyngkaran asked what proportion of these were not appropriate and how feedback on this was provided. Jo Baty explained that there were statutory definitions of what constituted safeguarding issues, but that this had become broader over time. She added that there was sometimes a perception that, by making an issue a safeguarding concern, it would be dealt with more quickly. With an increased level of referrals, it was necessary to look at each referral carefully and ensure that the team was triaging and managing risk appropriately. Sara Sutton added that a high proportion of the additional safeguarding referrals did not meet the definition of a Section 42 inquiry and may sometimes be relevant to other areas such as housing legislation. The Panel requested that the data on the number

- of safeguarding referrals that did not meet the necessary thresholds be provided to the Panel and also how they were triaged. **(ACTION)**
- Cllr Peacock raised an item of local casework and it was agreed that she would refer this to the Director of Adult Social Care.
 - Referring to the graph on the source of safeguarding referrals on page 65 of the agenda pack, Cllr Opoku asked about the sources in the 'Other' column. Natalie Cowland agreed to look into this and provide a written response. **(ACTION)**
 - Referring to the graph on the age bands for referrals on page 69 of the agenda pack, Cllr Opoku asked if a more detailed breakdown was available for the 18-64 age group. Natalie Cowland agreed to look into this and provide a written response. **(ACTION)**
 - Referring to the graph on the locations for abuse on page 67 of the agenda pack, Cllr Iyngkaran queried why the numbers had significantly reduced even though the number of safeguarding referrals had increased. Jo Baty said that it was difficult to give a definite reason but that this chart reflected only one dimension of information that was known about incidences of abuse and did not reflect the overall picture.
 - Referring to page 69 of the agenda pack, Cllr Connor queried why the proportion of Section 42 safeguarding enquiries with a fully achieved outcome had declined from 82% in 2023/24 to 72% in 2024/25. Natalie Cowland cited the complexity of cases and the challenges in person-centred planning which had impacted on this. This would be monitored and reported on in the next annual report. Jo Baty added that a lot of work had been done on advocacy and that performance in this area had improved since this time. Further scrutiny of advocacy from the service was included in the work plan for next year.

43. COMMUNITY EQUIPMENT - LEARNING FROM PROVIDER FAILURE

Sara Sutton introduced the report for this item by putting on record her thanks to Council officers for their response to a significant provider failure which had required a collaborative cross-Council effort and ensured a safe and effective transition to the new arrangements.

Cllr Connor requested an explanation of what learning there had been from the provider failure. Rebecca Cribb, Head of Adult Social Care Commissioning & Quality Assurance highlighted some key points about the actions taken after NRS Healthcare Ltd ceased trading:

- There had been a direct award of a contract given the circumstances. This was made to Provide Care Solutions Ltd as a three-year contract with the option to break the contract after two years based on performance.
- An eight-Borough partnership, called the North London Equipment Partnership, had been formed to benefit from economies of scales and operate from one warehousing space. The London Borough of Camden was leading on commissioning and contract management with regular meetings between the partners.

- Earlier financial insight into providers was highlighted as a key learning point.
- There was also an aim for longer-term efficiencies to be achieved through partnership arrangements. The current low levels of recycling of equipment was an area that could be improved in the future.

Rebecca Cribb then responded to questions from the Panel:

- Cllr Brennan highlighted a case of a resident who had been waiting for an accessibility adaptation to her home for three years and this was now going ahead which was a positive sign.
- Cllr Iyngkaran commented that there could be unintended consequences of awarding a direct contract and asked how agreement was reached between the Boroughs on this. Rebecca Cribb explained that the decision needed to be made quickly and that the immediate response was supported by ADASS, the LGA and the London Consortium. This was part of the efforts to scout the market and approach the large providers and also smaller providers in the London area. As many as 42 Boroughs across the country had been impacted by this provider failure so this involved a major call to action to bring about the conversations, negotiations and due diligence. Cllr das Neves commented that she had seen the significant impact on the team and the time spent on various conversations to explore different options on providers and working with different Boroughs.
- Taryn Eves, Corporate Director of Finance & Resources, added that the challenge had been getting assurance that due diligence had been carried out and that value for money was being achieved while also protecting a service being provided to some of the Borough's most vulnerable residents. While there hadn't been time to fully test the market, it was also the case that the market was relatively small so there was a sense of realism. She added that resources were shared between Boroughs to carry out the financial due diligence checks so this had been carried out even though it may have been done quicker than usual. Bobbi Virgo, Head of Supply Chain (Health & Care), emphasised the limited provider choice that was available in terms of equipment and warehousing but also the fleet to move the equipment.
- Asked by Cllr Iyngkaran about the procurement process at the end of this two or three-year contract, Bobbi Virgo confirmed that, while the recent process had involved the minimum procurement requirements due to the urgency of the situation, any future procurement would involve the full usual processes.
- Cllr O'Donovan noted that there had been very few resident complaints and requested further details on this. Jo Baty said that there had only been 3 or 4 complaints received early on which was unusual as other Boroughs had been inundated with complaints. There had been some proactive communication to residents and an email helpline had been established but there had been little traffic.
- Noting that there were not many providers in the market, Cllr Connor asked about the work being carried out in procurement to manage risk to the Council in future and embed learning. Taryn Eves explained that, with all open market tenders, financial assessments were undertaken as part of that process and

that financial standing was considered at the outset and also on at least an annual basis. She acknowledged the importance of testing providers, particularly in quite fragile markets and one of the lessons was to consider whether doing this on an annual basis was sufficient. Higher risk and higher value contracts involved monthly monitoring in order to get alerts on red flags as quickly as possible. There was therefore a collective organisational action plan that would be assembled on this.

- Andrew Meek, Head of Resilience, FM & Safety, said that some initial workshopping had been done with some detail of this shared in the agenda papers. The report on this was expected to be finalised in the New Year. He added that the Emergency Planning & Resilience team did a lot of work to support individual services to identify risks, including on supply chain issues. This could be a particular concern for Adult Social Care services and this would be monitored closely going forward. This issue had been particularly difficult because of the scale of the contract which had made it difficult for other providers to step in. A lesson to learn from this was therefore to consider the characteristics of different markets and the mix of suppliers to inform risk assessment and contingency planning.
- Katie Fisher, Emergency Planning & Resilience Manager reported that the Council was currently reviewing business continuity plans and these would identify risks and immediate mitigations.
- Asked by Cllr Lyngkaran about the difference between the recent events with social care equipment and the NHS supply chain, Cllr das Neves said that some of the same providers also supplied the NHS and that these issues reflected the marketplace for this type of equipment. Bobbi Virgo added that there were only three viable providers with sufficient warehousing and logistics.
- Cllr Connor requested that the final action plan be provided to the Panel when it was available and noted that they would be particularly interested to see how this would impact on the Council's policies and practices during 'business as usual' periods. **(ACTION)**

Cllr Connor expressed the Panel's recognition of the hard work of officers during this period and looked forward to seeing further details of progress through the action plan.

44. LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN - UPHELD COMPLAINTS

Cllr Connor explained that this item would be heard in two parts:

PART A – To consider a public report by the Local Government & Social Care Ombudsman (LGSCO) following an investigation into an Adult Social Care complaint.

PART B – To consider an overall overview of Adult Social Care complaints.

Part A

In relation to Part A, Cllr das Neves noted that this item had been reported to Cabinet in November 2025 and summarised the key points as follows:

- The Council recognised the seriousness of the LGSCO's finding in this case, accepted responsibility for the errors and apologised unreservedly for this.
- The issues reflected historic practices in the Council that had changed since the events that were investigated.
- The backlog of emails had been cleared and the Council now seeks to triage all concerns that come into the inbox within 48 hours.
- Additional staff training on the handling of complaints had taken place.
- An Adult Social Care Improvement Plan was in place which responded to separate issues raised by the CQC.
- A recent letter had been provided by the LGSCO following the Council's response to them which confirmed the LGSCO's view that the remedy had been satisfied on time. A redacted version of the letter could be provided to the Panel if required.
- An external review had been commissioned which would verify that the Council's practice had now improved.

Cllr das Neves, Sara Sutton and Jo Baty then responded to questions from the Panel:

- Cllr Connor requested further details about the current triaging of safeguarding emails, the involvement of social workers and timescales for follow up actions. Jo Baty explained that a short-term solution was currently in place until the safeguarding review reported in January. At present, any safeguarding email that came in was triaged, risk assessed and referred to the most relevant team. Where concern related to a specific resident, this may be directed to the locality team where the resident lives. Other concerns may be related to a service provider.
- Asked about capacity in the locality teams to take on the volume of safeguarding referrals, Sara Sutton said that there was an important distinction to make between safeguarding concerns and care and support needs. The latter would be allocated to a locality team and this could, for example, involve a review of the care and support plan for the resident. If a genuine safeguarding concern had been raised, relating to abuse or neglect for example, then immediate protective measures would be put in place. In some cases, further work would be required to establish the facts. Jo Baty commented that adult social care involved the constant assessment of risk. In terms of capacity, she said that this was a real pressure, particularly in relation to additional demand in the east of the Borough. The service had been fortunate to have been allocated additional funding for staffing and there were new posts to manage risk, including a post on forensic mental health. More training had been put in place and new governance arrangements included a weekly safeguarding team meeting. She added that the new internal review may provide further evidence on capacity issues and all of the priorities identified through the Adult Social Care Improvement Plan were relevant to safeguarding.
- Cllr Connor asked further about capacity to deal with changing care and support needs, pointing out that a review could be urgent to prevent harm if a resident's needs had changed. Jo Baty said that extra capacity had recently been built in to support carers, including the Care Act Assessments. She added

that increased future use of AI to support Care Act Assessments was relevant to freeing up capacity.

- Asked by Cllr Connor about the current backlog of Care Act Assessments, Jo Baty responded that there would always be waiting lists in this area and that she could provide data on this to the Panel in writing. **(ACTION)**
- Cllr Connor queried whether any harm had been identified that had resulted for the delays from the unread emails. Jo Baty said that this had pre-dated her appointment to her role but that she was not aware of any cases being escalated as a consequence of the backlog.
- Cllr Brennan expressed concern about the difficulties with triaging complex cases accurately and said that this often required a high level of expertise. Jo Baty said that the Council used a case management system to track cases including complex cases in contact with other services. Sara Sutton added that there was a quality assurance process involving case file audits to further support this process.
- Cllr O'Donovan asked about the pressures that staff were under, given the high levels of demand and the need to meet defined safeguarding timeframes. Jo Baty agreed that this was an important point and that staff needed to feel protected so that difficult situations could be resolved by working together. Her view was that services without this level of support could involve greater risk of a culture of people hiding issues and concerns. The leadership of the service was working to encourage a culture of openness and honesty and to raise concerns with their managers.
- Sara Sutton commented that the issues investigated by the LGSCO had been an opportunity for learning and reflection. There had been extensive conversations about the case files and she also reported that the incident had resulted in some HR processes. There had also been conversations about the future shape of the service which had been informed by some work from an external organisation which had involved multiple engagement sessions with staff. This informed the ongoing work on front door transformation and digital improvements that was expected to be brought forward in Q1 of 2026/27 and was unpinned by the workforce development strategy.
- Cllr Lyngkaran queried what system was now used to ensure that emails were not missed. Jo Baty explained that there were clear email addresses for each team so that emails were not misdirected and delayed. A small working group had also been established to monitor how many emails were being received each week and how they were being managed. Sara Sutton added that a technology solution was being introduced that would enable the emails received to automatically interface with the case management system. Cllr das Neves commented that stronger oversight was important to act as a check and balance against human error while the external review would help improve understanding about what the service could do differently.
- Asked by Cllr Connor if there were any issues of concern on the LGSCO Action Plan Tracker, Sara Sutton reported that the only outstanding issue was the reporting of the external safeguarding policy review which would not be completed until early 2026. However, the LGSCO was satisfied that these arrangements were in place.
- Cllr Opoku queried why the final action on providing evidence to the LGSCO was still marked 'in progress'. Sara Sutton explained that this was because the

report in the agenda pack was the report had been provided to Cabinet in November and pre-dated this action being completed.

- Cllr Connor requested that the Scrutiny Panel be informed at an earlier stage when issues of concern arose. Sara Sutton said that, on reflection, when the outcome of the LGSCO report outcome was known there was an opportunity to provide a briefing to the Panel which should have been taken. She added that the service dealt with many cases of complexity and so there was a judgement call to be made when there were wider issues of risk that would be within the remit of the Panel.

Part B

Kirsten Webb, Resolutions & Feedback Manager introduced the report on Part B, highlighting the following points:

- The service was on a journey of improvement in managing and learning from complaints. While response times were important, it was equally important to resolve issues and not just to respond.
- The feedback team had a role to play in triaging complaints more effectively and to be part of a holistic approach to handling complaints.
- Historically, the service had worked to a 10-working day response timeframe, but trying to meet this deadline could mean that the complaint was not resolved so it was necessary to reflect on what service provision should look like.
- An increase in approaches to the LGSCO had been seen corporately and not just in relation to Adult Social Care so this had informed the improvement plan.

Kirsten Webb, Jo Baty and Cllr das Neves then responded to questions from the Panel:

- Cllr Brennan agreed with the value of listening and learning from mistakes but noted that this was dependent on having a culture that enabled this. Asked if this was part of the staff training, Jo Baty said that front-line staff under pressure could be defensive and that it was important to acknowledge when the Council had got something wrong and to try and put that right. She added that there would be measures next year to introduce an informal Stage 2 for complaints to try to deescalate more cases as a larger number of residents were now resorting to contacting the LGSCO. Sara Sutton added that a new role of Complaints Manager was being introduced as part of the forthcoming capacity increase. Cllr das Neves emphasised the importance of speaking directly to residents in the complex cases where complaints were more likely to arise.

In accordance with the Committee Procedure Rules, the Panel agreed to suspend standing orders in order to allow the meeting to continue after 10pm.

Questions then continued from the Panel:

- Asked by Cllr Brennan about training, Kirsten Webb said it was understood that, as part of corporate induction and management training, there was a need for people joining the organisation to be clear about expectations in dealing with complaints. Sara Sutton added that this would include bespoke training for managers.
- Based on his experience working in the NHS, Cllr Iyngkaran considered that continuous learning was more valuable than one-off training. He added that

- duty of candour could achieve better responses when dealing with complaints. Jo Baty commented that one element of poor practice had included multiple people being copied into emails about complaints, leading to delays as it was not clear who was responsible for the response. Cllr O'Donovan spoke about the value of direct phone or face-to-face contact when responding to residents.
- Referring to page 120 of the agenda pack on Themes from Upheld Decisions, Cllr Connor commented that these included a lot of familiar issues that she had seen from cases over previous years. However, she noted that there was no detail in the report about how these issues were being addressed and requested that a response paper on this should be provided to the Panel. **(ACTION)** Sara Sutton highlighted that many of the issues were covered by actions in the Adult Social Care Improvement Plan.
 - Referred to the LGSCO performance benchmarking on page 122 of the agenda pack, Cllr Connor highlighted the poor figures for Haringey with high numbers of decisions issues and a high upheld rate. She suggested that the Panel would need to see the data on the monitoring of improvements in these areas in future reports. Updates on the themes from upheld decisions would also be relevant for future reports. **(ACTION)** Cllr das Neves said that she had previously emphasised to officers the importance of benchmarking against Boroughs which were statistical neighbours with similar demographics and challenges.
 - Cllr Connor referred to the external review that had been discussed earlier in the meeting and recommended that this report be provided to the Panel when it became available. **(ACTION)** Sara Sutton said that there would first be an internal process to engage with the outcome of the report, but agreed that discussions could take place with the Scrutiny Panel chair as part of agenda planning to determine the appropriate point to bring this to a meeting of the Panel.
 - While Cllr Connor welcomed the improvements to the safeguarding referrals backlog, she recommended that the Panel continue to monitor this area as concerns remained, including on waiting lists. Cllr das Neves said that it was important to distinguish between waiting lists, which were carried in adult social care by every local authority and managing risk well, which was being addressed through the improvement plan and the response to the findings of the LGSCO. Jo Baty added that monitoring reports would be provided to the Improvement Board and to Scrutiny as part of the improvement process, including on waiting times. Cllr Connor requested that the Panel's recommendation on receiving the data on waiting times be added to the Panel's action tracker. **(ACTION)**

45. WORK PROGRAMME UPDATE

Dominic O'Brien, Scrutiny Officer, reported that items for the next Panel meeting in February 2026 were the Q2 Finance Update and the annual item on Quality Assurance, with space for one further item.

Cllr Connor reported discussions with the chair of the Children & Young People's Scrutiny Panel regarding the concerns reported in recent media articles about the possibility of 'grooming gangs' in the Borough and that this issue had now been raised under the annual safeguarding item for both Panels. She proposed that a short

agenda item should be scheduled on this issue to which the Borough Commander could be invited to present information about the data that the Metropolitan Police held on sexual exploitation in the Borough. Councillors commented that it was be important to understand how the type of offences related to 'grooming gangs' were defined and recorded. It was agreed that this proposal for an agenda item on this topic should be raised with the Corporate Director of Adults, Housing & Health and then an approach made to the Borough Commander. **(ACTION)**

46. DATES OF FUTURE MEETINGS

- 9th February 2026 (6.30pm)

CHAIR: Councillor Pippa Connor

Signed by Chair

Date

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**MINUTES OF THE Culture, Community Safety & Environment
Scrutiny Panel HELD ON Tuesday, 16th December, 2025, 6.30pm
– 9.30pm**

PRESENT:

**Councillors: Makbule Gunes (Chair), Luke Cawley-Harrison,
George Dunstall and Sue Jameson**

ALSO ATTENDING: Cllr Rossetti, Cllr Arkell, Barry Francis, Kenneth Tharp, Maurice Richards, Ayshe Simsek and Jessica Russell (Online)

1. 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.

2. APOLOGIES FOR ABSENCE

There were apologies for absence from Cllr Grosskopf.

3. ITEMS OF URGENT BUSINESS

There were no new items of business, but the chair accepted late items in relation to item 6 and item 7.

4. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

The Chair proposed to vary the agenda to take item 8 before item 7 and to take forward the second deputation on libraries before item 7. This was because there were directors and officers in attendance for the budget quarter 2 update and the Panel were only considering the overspend and delivery of savings rag rated red or amber. It was noted that these only related to the Resident Experience, and Environment Directorate. Varying the agenda would make better use of the officer time and provide a clearer consideration of the library strategy item given there was deputation and non-panel member attendance for this item.

The Panel agreed this proposal and the agenda was varied.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

Nazarella Scianguetta addressed the Panel and spoke for wheelchair users, families and who were facing daily barriers with accessibility to parks and pavements. Nazarella, emphasised that the wheelchair user community deserved better and was putting forward the deputation to urge the panel and the Council to take urgent action. She referred to the social model for disability and urged the Council to implement the changes needed to implement this social model. She spoke about the barriers for disabled people caused by society and when there were parks created with uneven steps and without ramps and required accessories to support wheelchair users in accessing parks and pavements.

She referred to the need to provide more tactile guidance and toilet facilities in parks. She explained that these were not minor inconveniences but obstacles for disabled people to live a full life.

She outlined the following issues:

- Uneven and narrow pathways which were unsafe for wheelchair users and those with mobility aids,
- Parents with prams that unable to access play areas.
- Parents in wheelchairs were unable to play and interact with children.
- No step free entrances in parks
- Cramped spaces in cafes and shops without accessible doors
- Insufficient accessible toilets
- Toilets that do not meet the legal requirement for wheelchair users.
- No tactile sensory guidance for visitors with visual impairments to parks

The lack of accessibility of pavements to disabled residents, in the deputation's view, sent a message that disabled people were not the priority. The deputation highlighted that the consequences of this were profound, with limited independence, poorer health outcomes, and exclusion from simple joy of being outdoors. This further impacted on dignity and equality and the right to belong.

Nazarella, continued to outline that disabled residents' experiences were overlooked in decisions made about parks, and there was not enough engagement with disabled users when making changes, She highlighted the engagement process for the park behind station road where there had been no changes made to support the impaired community.

Nazarella asked the Council to take forward the following actions:

- Investment in the upgrade of ramps, tactile surfaces, accessible toilets in parks, inclusive play equipment.
- Collaborate with disabled residents and organisations representing disabled residents to co create positive solutions, ensuring information on the provision of support for disabled access is available in an accessible format, enforcing any contraventions.
- Providing ongoing disability awareness training for all staff by using the social model for disability template. It was noted that doing this enabled the borough to include the impaired community and to be ahead of any other Council.

The Chair thanked Nazarella Scianguetta for her powerful speech.

There were questions from the Panel to the deputation, and the following information was provided by the deputation.

- With regards to the some of the barriers still in place following the redevelopment of Wood Green Common, it was noted that there was no playground provision for neuro- diverse children or wheel chair users and the pavement leading to access the park was not wide enough for a wheelchair user . The equipment in the park is more able bodied people to use. Nazarella felt disheartened that following the budget allocation to parks there was no consultation with disabled users to help make those parks accessible. In addition, there was a need to make the parks accessible to children with special needs and make them accessible for wheelchair users to be able to go into the park or where disabled residents can play sport.
- The non accessibility of toilets also made wanting to go to a park distressful and Nazarella felt it was a legal right to have access to these facilities.
- Regarding accessibility audits of parks, these could take place every 3 to 6 months to check that added provisions were working but it would be ideal to have a system in place where disabled residents could call in with a request to mend a pavement or provision so that this information is known more quickly by the Council.
- The deputation advised that she was unable to use any park as she could not enter with her wheelchair as the pavements were uneven and there was a risk to her wheelchair which she would have to fund if it became damaged. This meant that her son was not able to spend quality time in green spaces with her.

The Head of Parks and Climate Action responded to the deputation as follows:

- In 2023 the Council had approved its People Needs Parks strategy following two years of co-production work with a wide selection of the community. The Council heard from many people they did not feel included in their local parks and wanted the Council to begin to tackle this in a variety of ways. However, it was recognised by all involved that there wasn't an instant fix as many of the issues were complex and involve how people feel about parks and greenspaces as much as the physical infrastructure that's in place. It would also take time to bring about positive change and this was recognised in the 15-year lifespan of the strategy.
- Through the dedicated Parks Inclusion Officer and the work of many other teams. The Council have been working with a wide range of groups to improve the accessibility and inclusivity of parks and greenspaces. With so many spaces the Council could not work on them all at once. However, the Council were working to ensure the learning from this work was transferred into business-as-usual activities.

It was noted that the Council's approach had been informed by accessibility audits and dementia friendly audits carried out in a number of parks. In addition there was a Healthy Parks Framework Workshop carried out at Chestnuts Park and Boundary review of Finsbury Park. The Council had established an internal Accessibility Working Group, to work on the following 5 key areas:

1. Signage - larger, more frequent, welcoming, with clear contrast and consistent branding
2. Seating – more social and accessible to all
3. Surfaces – addressing uneven surfaces where possible
4. Socialising - mix of organised and informal activity, to support people in accessing and familiarising themselves with the park, and with local parks staff.
5. Sense of Place – exploring options such as interpretation boards, tree IDs and audio trails to strengthen people's connection with their local park.

The Council had started to look at seating, collating a list of design requirements raised in audits and consultations across age-groups. These were being shared with the Council's manufacturer who has agreed to produce some design alternatives to our current standard bench, for consideration.

It was noted that the Council were creating events and activities with community groups. This included an annual Age Well Festival at Bruce Castle Park which was focused on celebrating the Borough's older residents. Accessibility was a constant focus with a walking bus to the space, a buggy on site and VIP area to support residents with access needs being some of the components incorporated to improve residents access and experience of the event.

It was noted that the Council managed a People Need Parks small grants programme, which supported individuals and groups to run their own events and activities in the borough parks. One of the key aims of the fund was inclusivity and this year the Council had supported a number of diverse events and activities that supported new communities to access and enjoy the park. These included Women's football sessions, a Polish picnic, Italian carnival and a Dementia-friendly walks programme.

The Head of Parks and Climate further outlined the Council support and drive to make the borough parks safer and more welcoming for women and girls. The Council have established a Safer Parks for Women and Girls Network. This included representation from services across the Council as well as a number of different community groups.

It was noted that the Council had also created a Haringey Parks Young Women's Network for 16 – 30-year-olds that met monthly and had recently submitted a funding application to the National Lottery to run a monthly walks programme, Women Step Forward, as well as Community events on International Women's Day and International Day of the Girl Child. The group was currently setting up a research project to look into lighting options within the parks.

The Head of Parks and Climate Action explained that with an estate of over 244,000m² of pathway across parks and greenspaces there would always be some uneven pathways, and there would be areas such woodlands and nature reserves where surfacing was less accessible. Despite limited funds, the Council were able to upgrade some paths each year such as the New River Path in Finsbury Park and create new paths such as those in Wood Green Common and Down Lane Park.

The Council was committed, as part of the People Needs Parks Strategy, to making 50% of all playgrounds accessible over the next ten years. Playground accessibility and inclusivity was at the heart of all the Council's play renovation projects engaging many groups to ensure the Council meets its goals on inclusivity, this can be seen with the work in Down Lane, Russell Park, Priory Park and Wood Green Common and will be further enhanced as the Council aim to deliver 7 play areas as part of the Tottenham Parks Programme.

The meeting noted that the vast majority of cafes, community spaces, sports facilities and all toilets in parks were leased to individual companies and groups and therefore the Council was not directly responsible for their upkeep. However, where there were opportunities, the Council would try to influence change. For instance, the Council had built the first changing places facility in Finsbury Park a couple of years ago. The Council were in the process of delivering a changing places facility at Lordship Rec and in the new build pavilion in Down Lane Park. The Council recognised that there was a way to go to equal up access and would continue to put time and effort in to doing so.

Unlike highways, it was noted that tactile paving had not been used in parks in Haringey other than in a few limited locations where the park merged with the public highway such as Ducketts Common. However, the Council were working on a project with the RNIB with the first tactile maps of Finsbury Park which should go into the park in the next few months.

The deputation had further follow up questions but given the constitutional time allocation had been exceeded, there was not facility for further discussion. The Chair asked the deputation to put forward further follow up queries to the Democratic Services and Scrutiny Manager who would also send through the written response to the deputation.

The Chair further thanked the deputation for the important information shared.

6. MINUTES

RESOLVED

To approve the minutes of the meeting held on the 13th of November 2025.

7. DRAFT LIBRARY STRATEGY - 2026-2030

The Chair invited the second deputation from Sarah McGuire who was speaking in relation to the draft Library strategy at item 7.

The deputation was speaking about the draft library strategy in the agenda pack and focused on the principles being considered equality primarily in socioeconomic terms. The deputation advised that while this was important, they were concerned that other groups may not be adequately considered. They highlighted whether the draft library policy sufficiently addressed the needs of:

- Older residents, who required accessible spaces within a reasonable distance, particularly those with limited mobility. They felt that libraries should provide regular opportunities for social interaction to reduce isolation.
- Individuals with physical disabilities, who needed local access without the burden of traveling long distances.
- People with mental health challenges, who would benefit from calm, non-judgmental environments where they could feel comfortable and safe. Currently, there were few alternative quiet spaces in the community.
- Children with special educational needs and neurodiverse individuals, who required quieter times and sensory-friendly spaces. Families educating at home also needed access during off-peak hours.
- Residents with sensory needs, who appreciated facilities such as pianos with headphones but need predictable access during quieter periods.
- Those requiring digital and practical resources, including computers, printing, and photocopying for employment, education, and community activities. Limited opening hours could create barriers for these essential services.

In summary, the strategy should ensure libraries remained inclusive, accessible, and responsive to these diverse needs, not just socioeconomic factors.

The deputation further contended that in order to take the above issues into account, the Council would likely need longer opening hours for libraries. The deputation asserted the Council consider making better use of the spaces that exist in libraries and the new draft local plan that proposed demolishing and eventually rebuilding three libraries.

There were no questions from the Panel to the deputation group, and the Chair asked the Cabinet Member for Culture and Leisure services to respond.

The Cabinet Member appreciated the deputation highlighting the vital role libraries played in the borough. She concurred that libraries were more than a place for the collections of books and that they are community hubs for learning, creativity, and connection.

She explained that this was why the Council had undertaken one of its most comprehensive consultation exercises to shape the new library strategy. It was noted that over the past year, the Council had worked closely with residents to ensure the strategy reflected the diverse needs of the community. The approach was rooted in the principles of the Haringey Deal: consultation, listening, and co-design. Engagement had included in-person sessions across eight libraries, targeted outreach to seldom-heard groups, and partnerships with schools, community centres, and voluntary organisations. Materials were provided in multiple formats and languages to ensure accessibility.

The Equality Impact Assessment had informed the process, considering all protected characteristics: age, disability, race, religion, sex, sexual orientation and locally recognised socioeconomic status. She noted that every resident's perspective carried equal weight, whether they were parents, students, or older residents seeking companionship.

The Cabinet Member continued to outline that the draft strategy addressed accessibility through audits and partnerships with health and wellbeing organisations. It committed to tailored provision for children with special educational needs, including quiet spaces, sensory-friendly programming, and staff training. Support for home-educating families and expanded creative spaces, such as pianos with headphones, were also included.

It was noted that libraries would continue to provide essential digital and practical services for employment, education, and community activities, with investment in IT upgrades to ensure reliability and affordability.

Inclusivity was central to the administration's values, and it was noted that libraries would play a key role in Haringey's Borough of Culture 2027, serving as venues for cultural programming and creative engagement by embedding libraries within the Council's cultural vision, the aim was to transform them into vibrant spaces for imagination and participation.

Finally, the Council were committed to inspiring the next generation of library users through early years programmes, coding clubs, and creative workshops.

In summary, the Council had listened, consulted widely, and acted inclusively. The draft library strategy was built on equality, culture, and community, ensuring libraries remained at the heart of Haringey for generations to come.

The Chair invited the Cabinet Member and the Director for Culture and Communities and the Policy, Equalities & Participation Manager to deliver the presentation on the library strategy.

Context of the Library Strategy

The Cabinet Member for Culture and Leisure provided context on the current position of libraries in Haringey: revised opening hours have now been fully implemented. These changes brought the Council in line with the London average; previously, Haringey offered some of the longest opening hours in the capital. However, importantly, all libraries remained open, unlike in some neighbouring boroughs where there were a number being closed.

The strategy was also coming forward in the context of a decade-long decline in visitor numbers, from approximately 2 million in 2011–12 to around 840,000 in 2024–25. However, last year did see an increase of visits, which the Libraries team were analysing to understand the drivers behind this growth.

Demographically, the most frequent users were children aged up to 12, followed by those aged 12–16, while usage among residents over 75 was the lowest. This highlighted the need to sustain engagement from early years through to adulthood.

It was noted that library usage patterns had also shifted. During the pandemic, physical closures led to a surge in digital borrowing, with e-book and audiobook loans rising from around 600 per month in April 2019 to 6,200 by March 2025. The new strategy was designed to respond to these trends, focusing on growth and sustainability to ensure libraries continued to deliver core services such as book lending, alongside wider community benefits and their role in Haringey's cultural and heritage landscape.

Consultation

The Policy, Participation and Equalities Manager provided an overview of the engagement and consultation undertaken this year, building on the Cabinet Member's comments.

In relation to the consultation, the Council had adopted a multi-faceted approach, culminating in a public consultation on the draft strategy from 24 September to early November. Engagement had begun in March with discussions with Friends of Libraries groups to gauge interest in a co-design approach. Following this, the Council had issued a public invitation and promoted participation during in-library engagement sessions held across all eight libraries in May and June. Additional sessions had taken place in Hornsey and Coombes Croft Library in October to inform individual library plans.

It was noted that seventeen residents expressed interest in joining the co-design group, which met throughout the summer to shape priorities and inform survey design. Four formative surveys were conducted: one for library users, one for non-users, one on technology in libraries, and one on proposed principles for the strategy. The co-design group reviewed feedback and influenced the draft strategy before its formal consultation.

The Council had also engaged with six schools, both primary and secondary, through librarians and pastoral staff, including an after-school book club. Further outreach

included discussions with the Youth Panel and ongoing engagement with Friends of Libraries and reading groups.

The Policy, Participation and Equalities Manager, continued to outline the responses to the consultation:

- Survey response trends - Initial surveys received strong engagement; responses declined for the final draft strategy consultation, likely due to ongoing involvement and no major surprises in the draft.
- - Communications approach - Comprehensive outreach included digital surveys (with print options in libraries) and notifications via Commonplace, reaching over 6,000 subscribers in July.
- Community feedback - Libraries were viewed as essential for education, digital access, social connection, and community wellbeing. They were valued as free, safe, and inclusive spaces, especially for children, older residents, and those without home internet.
- Service delivery models - Strong opposition to replacing staff with self-service or volunteer-led models. Some support for volunteers in complementary roles.
- Concerns over closures - Early fears about closures or service reductions diminished as engagement progressed.
- Demographic representation - People with disabilities represented 16% of respondents (borough benchmark: 13%).
- Final draft strategy survey aligned with borough averages - 42% of respondents identified as neurodiverse, indicating significant inclusion of this group.

The Director for Culture and Libraries continued to set out some further context, with the Panel noting that figures from the Department for Culture, Media and Sport showed that since 2010, 276 library buildings in England had closed without replacement, including 22 in London. This reflected the significant financial pressures on local authorities. While Haringey had reduced opening hours last year (previously among the longest in London) the Council had retained all nine libraries, unlike some boroughs such as Enfield, which recently closed seven of its sixteen libraries.

Libraries in Haringey played a vital role in delivering the borough's vision of being a place where everyone could belong and thrive. They supported greener choices through recycling facilities for textiles, batteries, light bulbs, and printer cartridges. Initiatives such as the new growing terrace at Wood Green Library further demonstrated commitment to sustainability.

Libraries also served as multifunctional spaces: quiet areas, social hubs, warm spaces in winter, cool spaces in summer, and providers of free Wi-Fi and computer access. As members of the London Library Consortium, Haringey residents benefitted from shared resources across 23 libraries, including book stock and digital services.

The Council would continue to expand the library offer with creative spaces for podcasting and music production and had recently introduced Logic Pro software in three libraries, with plans to extend further. Out-of-hours events, such as the successful "Library Lates" series curated with young people, highlighted libraries' role as cultural hubs.

The Panel noted that the strategy did not propose replacing professional staff with volunteers. However, the Council welcomed co-designed initiatives with Friends groups to enhance services. Unlike some boroughs, the Council did not charge for computer use, ensuring libraries remained accessible and inclusive.

The setup, ongoing operational, and maintenance costs for the proposed initiative were currently beyond the Council's financial capacity. However, as a parallel measure, the recently established Repair Hub offered refurbished household items to residents, contributing to a more equitable service offer.

It was noted that considering best practice elsewhere, Newham engaged residents through participatory budgeting and community outreach via its libraries. Merton was an Arts Council National Portfolio Organisation, receiving multi-year funding a model that the Council aspired to replicate, though recent changes to the Arts Council's funding cycle delayed the ability to apply.

It was noted that other examples included Newcastle City Library, a six-storey facility with a 185-seat performance space, and Chester's Storehouse, which combined a library, theatre, cinema, and community arts centre. While Haringey did not currently have the infrastructure to deliver such integrated facilities, future relocations or redevelopments presented opportunities to think boldly and creatively about what libraries of the future could be, subject to funding availability.

The Panel noted that the arts and culture strategy had strongly influenced the development of the library strategy, ensuring alignment of themes across both. The guiding principles were access, collaboration, equity, growth, lifelong learning, visibility, and representations shaped the survey design and informed residents' feedback.

Alongside the overarching strategy, individual plans were being developed for each of Haringey's nine libraries in collaboration with Friends groups. These plans were essential to reflect the unique character and needs of each local community.

The Council's vision for Haringey's libraries was outlined. They were aimed to be welcoming, inclusive, and trusted spaces at the heart of the borough. They would be free to access and open to all. Libraries would serve as cultural and community hubs, supporting traditional book borrowing while also offering opportunities for learning, creativity, and wellbeing. They would host services, events, and activities that inform, enrich, and inspire residents.

The draft library strategy now included clear success measures under each priority. These indicators would allow the Council to track progress and ensure accountability. If the Council achieved these objectives, Haringey's libraries would become vibrant cultural hubs, offering diverse opportunities for learning, creativity, and community engagement. The Council's goal was for every resident to feel proud of their libraries and fully benefit from the services they provided.

The Chair thanked the Cabinet Member and Officers for the presentation and invited questions from Panel members.

Cllr Dunstall noted that during that consultation period the Council had heard a lot from people about concerns about the increasing use of volunteers and automation potential and in this context, what was the expected role of volunteers can play and do play currently. In addition, the Panel member queried the risk of an over reliance on volunteers. Also, it was noted that it may be easier to find volunteers to take on certain roles in certain more affluent areas and had the impact that this might have on equity of access been considered?

In response, it was noted that during the 2023 budget consultation, a proposal to increase the use of community libraries and volunteers was strongly opposed by residents. However, through subsequent engagement on library opening hours and the strategy, there was now a growing understanding of financial challenges, and a greater acceptance of the role volunteers can play. While some boroughs relied heavily on volunteers, the Council's approach remained cautious. The service already had volunteers supporting activities such as shelving and events but were not considering handing over library operations or introducing swipe access systems. Any future expansion of volunteer involvement would require careful planning, learning from other boroughs, and addressing equity concerns, particularly around more affluent areas. The focus was on ensuring volunteers complement services to help keep libraries open, not replace core functions.

Cllr Dunstall further queried if the Council were exploring whether data can provide indication on why certain age groups were not using libraries? For example, the over-75s usage was low and was this because there were alternative activities available locally, or did libraries fail to meet their needs? For 17–21-year-olds was this reduced usage linked to university attendance and access to more relevant resources there? In summary, were there detailed insights into what each age group used libraries for and why they do or do not engage?

In response the Policy Manager communicated that the engagement approach was guided by understanding both current library users and non-users. While quantitative data provided usage patterns, qualitative conversations offered deeper insights into community needs:

It was noted that for young people, libraries served as essential study spaces, especially for those without adequate room at home. Usage often peaked during revision periods and was influenced by social factors (friends visiting together). Schools-based outreach highlighted the importance of facilities like quiet spaces and printing.

In relation to older residents, many relied on libraries for digital access and printing but often needed support with technology.

Patterns varied by location. For example, in Alexandra Park, younger children visited after school, often accompanied by carers. At Coombes Croft library there was seen to be high PC usage, particularly by men. This information was gathered through targeted engagement based on quantitative data.

The Panel noted that key understanding was that ongoing qualitative engagement was critical to shaping library plans, as needs differed across communities. Future

strategies should be locally informed and adequately resourced to capture these insights.

Cllr Jameson spoke about Communication cards which were an invaluable resource for children with SEND and autistic individuals, as they provided visual symbols to support understanding and expression. Systems like Communication in Print allowed the creation of picture-based materials, including adapted children's books and personalised cards. However, families often needed a dedicated space where they could easily print these resources. Providing such facilities within libraries would significantly enhance accessibility and offer a practical, supportive service for SEND families. In response, the Director for Culture and Libraries agreed to investigate the availability of this provision in libraries.

In response to a question about mental health support from library staff, it was noted that survey responses consistently highlighted the importance of staff training to ensure libraries were welcoming and inclusive. This was a recurring theme across all engagement activities. While only a small percentage of respondents explicitly identified as having mental health issue, it was interpreted that this may reflect underreporting rather than lack of need. Assurance was provided that strengthening staff awareness and skills around inclusivity, mental health, and SEND support would be key to improving user experience and accessibility.

There was a question about providing some examples of the current thinking around how volunteers could be utilised. In response it was noted that volunteers were viewed as having a key role in library activities, but their involvement was not currently prescribed but under consideration. It was noted that many events at libraries were already run by Friends of the Library groups. Reference was made to a recent event which was a public talk by Baroness Young of Hornsey at Hornsey Library and an art exhibition that ran for over two weeks, attracting new visitors at this library. It was further outlined that these initiatives, were largely volunteer-led, and showed the potential for growth, especially with the London Borough of Culture programme approaching. Officers advised that they expected the number and quality of events to increase as part of the pathway for the strategy. Therefore, the Council recognised that volunteers could contribute in diverse ways beyond traditional tasks like shelving, including supporting cultural events and exhibitions.

There was a further question on the data being collated and analysed by a data analyst to identify how the borough libraries were being used and by whom together with the trends in use being seen.

In response, it was noted that the recent consultation exercise had highlighted that young people wanted libraries to feel more welcoming, with relaxed layouts, beanbags, and curated collections rather than standard alphabetical shelving. A youth council member had highlighted that around 500 young people pass Muswell Hill Library daily, but very few go inside and he highlighted a clear opportunity for engagement. It was suggested that a targeted communications campaign aimed at young people could significantly boost usage. The Panel noted that ideas like this would form part of ongoing work to improve library spaces and their economic model.

Referring back to an earlier point made on the re-emergence of book reading by young people, it was noted that Gen Z was being seen as key demographic starting to use libraries, and the Council wanted to sustain this trend. The reasons behind their engagement were not fully clear, but it likely related to a desire for community and real-world social connection which was especially important following the pandemic. The Cabinet Member commented that this presented an opportunity to build on their interest and strengthen libraries as social and cultural hubs.

There was a question about the commercialisation proposals for the borough libraries. As given the current economic difficulties, they were likely to need to be part subsidised by commercial activities. The Panel noted that the current draft strategy approach to libraries was as cultural hubs and it would be important to understand the difference between the library offer between now and in 5 years' time.

In response it was noted that there was not yet a fully formed roadmap for libraries, but recent library refurbishments had focused on creating rentable spaces. With the new Civic Centre, the Council aimed to implement a unified booking system across all council venues, including libraries, making the offer clearer and more attractive, including better visuals and pricing. This would support both community use and commercial opportunities.

It was further noted that there was also potential for improving existing initiatives, such as a cinema at Hornsey Library, which remained under consideration. A key development highlighted was the introduction of Community Librarians in every library. Libraries were seen as being as much about relationships as books, and these dedicated roles would help users and Friends groups co-create ideas and strengthen engagement. Over time, this collaborative approach would amplify the offer and make libraries central to community life.

In addition to a wider point on listening to users, it was noted that the Council had listened to users of Hornsey library and users would now be able to reserve their study/work places at the library when popping out to get coffee or lunch.

There was a further question on utilising the use of libraries for events and having an officer post that concentrated on this activity as a way forward. In response, the Cabinet Member outlined that the Council had already invested £4.9 million in refurbishing branch libraries to protect them for the future. The Council had agreed to keep all nine libraries open and made a difficult decision to reduce opening hours to ensure accessibility and sustainability. The Council would be monitoring with global trends of growing library popularity and would need to carefully balance the Council's own curated programme especially in preparations for the London Borough of Culture but while still offering space for Friends groups and community-led ideas. It was felt that collaboration was key to maintaining vibrant, inclusive libraries.

Continuing the discussion on the long-term tangible outcomes of the strategy, there was reference made to the 6 priorities of the Library strategy, and it was noted lifelong learning emerged as the top priority in the consultation, with 91% public support. This could help initiate collaboration with services like Public Health to promote library benefits such as informing expectant parents about resources for their child. Research showed that 92% of parents valued reading, yet only around 40% of children receive a

bedtime story, highlighting a gap that could be addressed. It was noted that the Council would be working more holistically across health, early years, and cultural initiatives to integrate libraries into wider community support. These partnerships could lead to innovative opportunities.

The Chair asked a question about the lower number of consultation responses to the draft strategy between September 2025 and November 2025. In response, it was noted that libraries remained a highly valued service in Haringey. Previous consultations showed strong engagement in the future of libraries with over 700 responses to the budget consultation in 2024/25 and more than 1,000 on changes to opening hours. Although, there had been 52 responses to the draft strategy, taking account this year's total strategy-related surveys had generated 841 contributions from 428 this number likely suggested residents felt more confident that libraries were protected. Following difficult decisions on opening hours and investment, it was concluded that the tone had shifted toward positivity and collaboration on issues concerning libraries.

The Chair allowed Cllr Rossetti, a non-panel member, to ask a question on the strategy. Cllr Rossetti asked if the responses to the consultation on the draft strategy would be an appendix to the strategy document that would go to Cabinet in January 2026 given that the responses had informed the draft strategy. In response it was noted that the consultation report on the draft library strategy would be included as an appendix to the strategy, detailing engagement and consultation activities. Surveys and formative consultations from the summer would also be uploaded to Common Place for public access. Officers had avoided adding these to the Cabinet report to prevent excessive documentation, as the strategy was already a substantial set of papers.

Cllr Rossetti asked a further follow up question on the draft strategy which committed to ongoing data collection on library usage, to inform future planning. She asked if the data showed significant changes in demand or usage patterns, would the Council remain open to reviewing operational decisions, including reviewing opening hours, as part of its commitment to a responsive and evidence-based approach. In response it was noted that some of that data, including footfall data, was shared with the Friends group that the Council meet with every two months. So, the Libraries team were getting into a regular pattern of sharing that data with them directly. The Chair added that, given the Panel's remit, this data would also be key information to consider. It was subsequently agreed for the Panel to review this data on an annual basis.(Action Fola to add to the Work programme),

The Chair thanked officers, the Cabinet Member and colleagues for an informative discussion.

8. FINANCE UPDATE - Q2 2025/26

The Chair of the Panel did not require an introduction to the financial update for quarter 2 as this had been considered at Cabinet and the Overview and Scrutiny Committee in the past week, and the Panel's responsibility was to consider the information relating to the terms of reference and the areas marked as red or amber.

The Chair would continue to go through the report and Panel members were also invited to ask questions.

The Chair referred to page 5 paragraph 1.13 – (iii) which advised a budget duplicate deletion in relation to budget double counting within the walking and cycling action plan. The Chair continued to seek assurance that this would not impact on the delivery of the plan.

The Head of Transport and Travel outlined that the double counting had been identified and the walking and cycling action plan had been updated in terms of streets for people delivery plan, which was considered at Cabinet and set out the finance plan for the next 5 years which included : strategic CIL allocations one and two and funding from TfL and the LIP(Local Implementation Plan) and assumed a minimum allocation per year. These combined funding sources would deliver the walking plan for the next 5 years.

The Chair had a follow up question on the process leading to the double counting and sought assurance that this has been rectified and would not impact other savings. In response it was noted that this was essentially an oversight based on the previous projection which looked at combination of borrowing and strategic CIL. However, when the Council looked at reducing its borrowing and looked at funding via CIL the team did not reduce the projection in terms of the borrowing. Assurance was provided that the finance behind the plan was sound.

In response to a question from the Chair on the focus for income levels from leisure, the Director for Resident Engagement and Environment provided assurance that the leisure centres were generating income. At the point of transfer the leisure services had a commercialisation plan which had been audited on two separate occasions. This had identified ways for the Council to generate additional income through alternative methods. The Director explained that the delays were twofold. The first related to staffing and the time taken to harmonise the workforce which had meant the Council could not recruit to vacancies and some income generating roles. The context of TUPE transfer of 100 staff over three sites was outlined which was complex, but negotiations and structure had taken longer than anticipated but the service were now in a good place. The directorate had adjusted dedicated support to completing this exercise and to ensuring colleagues that were joining from Fusion integrated to Council. Secondly, it was important to note that the new offer was going through a budget process, and the directorate was establishing and designing what this looked like and anticipating some income in the last quarter of this year and seeing the full year's benefit in the next financial year.

There was a question on commercialisation, and it seemed that the Council were still subsidising the service and there seemed no clear in path to profit and plan. It was further questioned whether the leisure service would become a commercial service that was profit making and the time frame for this. In response it was noted that the directorate do have a commercialisation plan and this was not net zero but aimed at making a profit. This was included in the MTFs, and the directorate was actively considering what will happen over the next four years and the aspiration for this. The directorate recognised that it was a competitive part of the organisation and had had the commercial plan verified by two different organisations and had positive feedback

and the reality was in the delivery of this. It was noted that part of the offer was not on membership but service offer and varied provision but improving and enhancing on all offers to the membership.

It was noted that there was a follow up discussion on commercialisation listed as a future item for the work plan for the Panel.**(Action Fola)**

There was a follow up question on the staffing negotiations as it seemed a significant lead in time was being followed when the agreement had been in place with Fusion before the transfer so an opportunity for negotiations to happen earlier.

In response it was noted that staffing engagement was complex and the Council could not engage before the transfer as this was not lawful. Workshops were offered but could not start until the TUPE was completed. It was noted that the directorate had responded and worked with HR colleagues and changed the dedicated level of staffing and there was a dedicated HR colleague working on this. The Director was optimistic on getting to a resolution, but the amount of work was time consuming and labour extensive. However, the director expected to see some stability for staffing in service

There was a question on membership levels and the service offer and change to the current membership banding levels to a gold, level silver. It was further asked whether the new banding would be applied to new members of leisure centres or also to existing members too as these were higher than existing fees. It was queried whether there could be a drop off in membership and therefore was income predicated on this?

In response it was noted that the service commenced the change in pricing of membership from the 1st of Jan 2026 and this would apply to any new sign ups from this date for gold, silver. In addition, in the coming two months, it was confirmed that there would be a transition of all of the existing members to one of these two levels. Concessionary options would still stay in place, and these had been re- aligned to the original 30% and 50% discounts. It was noted that the Council had inherited over 84 different membership types from Fusion and there was a lot of confusion between residents and staff and officers on what memberships were on offer and the Council were in the process of regularising this. Assurance was provided that, following a benchmarking exercise, the Council was still offering a cheaper membership than surrounding boroughs. This should also be considered in the context of the Council making a lot of investment across the service.

In relation to the question on whether any staff had left leisure service because of the experience of the transfer, the Director was not aware of any staff leaving due to this and the transfer had been good in context of taking forward difficult and challenging sites. There had been significant initial work completed to get to a steady state for the services. There had been recent contact and walkabouts to the transferred leisure sites with positive feedback from staff and the services were focusing on the delivering a single workforce.

There was discussion on the lack of savings through digital transformation, and the Panel had asked for an officer to attend a future finance related meeting of the Panel to respond on the consistent issues seen in relation to this savings area. The Director

was asked to in the meantime respond to the continued regular rag rated savings related to digital transformation which instead of saving money were causing overspend due to non-delivery. However, this was then often mitigated by a different action which was not clearly defined, and this seemed to need much greater scrutiny.

In response, a digital saving related to Planning was explained as an example of project that was rag rated red. This related to a historic saving, and it was noted that overall legacy digital transformation savings dated back a number of years and the progress had been impacted by Covid period and some of the legacy savings had since been apportioned across different parts of the organisation based on size. In terms of high level oversight, there was a modernisation board which directors were part of, including the Director for Finance and Resources which was to help identify and prioritise where IT efforts should be placed as there were finite resources and there may be some projects that may not provide the best financial results but could be taken forward based on a really high level criteria. The selection of projects also included the priority for resident benefits and the projects that were for investment. Given this situation, when considering the saving a green rag rating could not be provided until a clear pathway was apparent. This did not mean that the digital transformation was not taking place but there needed to be a cashable saving to allow a change to the rag rating. An example of digital transformation was the in parking and the use of technology. In conclusion, it was recognised that digital transformation delays were showing as the bulk of the overspend in Resident Experience and Environment, but the director was confident that in the next financial year some of the projects would come forward and some would be concluded delivering improvements in the planning system and reducing the demand in this service area.

The Director agreed to ask the Corporate Director responsible for digital to attend the future meeting and talk through the savings(**Action Fola**)

Cllr Cawley – Harrison added that there was a need for more information in the reports about the IT projects. Also, there was member understanding that there had been a shift over the last couple of years for the Council to do more inhouse digital working including procurement specifications and projects that would have previously been outsourced to partners, and it would be useful to understand if this policy decision was working to implement and enable service savings. In addition, from a governance perspective, there was a need to have a wider view of the IT enabled savings across the MTFS and this would mean deciding whether these were IT projects to be scrutinised by the Panels according to service area or as a whole by the the Overview and Scrutiny Committee. (**Action Fola**)

In response, to a question on the PCN challenge and the reduction of 50% of the discount given, this was related to the Taranto system and the parking IT provider and the resetting of the time period to pay a fine once an objection was responded to. At the moment there was no provision within the legislation for the fine to be reset. The system did not allow for this but to mitigate impact on this budget saving the parking team had changed the way that they managed the process of letters being sent out so that engagement was quicker.

In response to a question on the events in parks, there was a new officer in place to focus on income generation in parks by working with providers and ensuring local needs were met. It was noted that this officer was working on bringing a range of events across several parks and creating an audience. There were activities at Ducketts Common, Priory Park and Finsbury Park outlined with new winter events leading to expansion through the borough of culture activities together with events at Lordship Rec and Downhills Park planned.

In relation to the activities outlined on page 37 and the reduced estimation of fines expected, this was due to the change in positioning of cameras and the Council looking at hotspots and relocation of equipment to target areas of non-compliance with traffic requirements.

In relation to a question on the parking write-off and the reasons for this, it was noted that this was accumulative and where the Council was trying to recover debt after a number of years since the PCN's were issued. The Council would go through debt collection exercises and in some cases this could take a number of years. However, at the end of this process there would always be a decision to make on whether the debt was collectable. Assurance was provided that the Council undertake regular debt collection and data cleansing exercises to recover unpaid charges, sometimes pursuing debts for up to five years. However, there did come a point where historic debts were deemed irrecoverable after multiple collection attempts, and these were written off.

It was further noted that despite these challenges, collection rates have improved year-on-year, with up to 10–12% additional recovery over a three-year period. Legal processes could be lengthy, often requiring multiple court actions and taking several years to conclude. Some debts, such as those linked to foreign-registered or cloned vehicles, were particularly difficult to recover. The Council were working with contractors to identify persistent offenders, impound vehicles where possible, and address issues such as cloned plates. Progress has been made through revised enforcement approaches, and the Panel were assured that the Council were engaging with national initiatives led by the British Parking Association to tackle these problems.

It was further explained to the Panel that while write-offs would continue, likely increasing as penalty charges rise, this did not indicate a failure to collect what was recoverable. The Council monitored collection rates closely and adjusted strategies where needed. Current efforts included improving enforcement agent performance, introducing competitive market options, and enhancing payment processes to encourage early settlement.

In response to a question on outsourcing the debt recovery, this could reduce administrative costs but under current legislation, the Traffic Management Act, did not permit this. Therefore, the Council remained committed to maximising recovery within legal frameworks and ensuring compliance with Council policies.

The Chair had a question on the proposed GF capital Virements for quarter 2 page 52 to 53 (Waste Management slippage - capital slippage deferred to 2026/27) and what were the potential costs associated with this slippage. It was noted that this delay related to obtaining quotes for kitchen waste collection, which the Council were now

required to provide following changes in government policy on recycling and waste management. The procurement, managed through the existing Veolia contract, covered not only service delivery but also vehicles and containers for collection. Extended procurement timelines for these assets had resulted in deferring the associated expenditure to future years. This was not considered a significant concern, as the delay avoids immediate borrowing costs and the team remained on track to meet operational deadlines for service implementation.

9. WORK PROGRAMME UPDATE

The Head of Transport and Travel advised the Panel that he understood that the scope for the review of the Walking and Cycling Action Plan was quite wide and the most recent request was to provide some data on dockless and cycle usage in Haringey which had been provided.

The Head of Transport and Travel sought further understanding of the next steps for the review and the data and support needed.

The Panel members advised that following a further discussion on the 8th of December 2025, the scope of the review had been reduced and was now on safety concerns that extended beyond cyclists and powered two-wheelers to include impacts on other residents and pedestrians. The key focus was on ensuring safe, shared spaces for all road users. The Panel reiterated that this was not a scrutiny review of the walking and cycling action plan.

The Panel wanted to start looking at how safe it was to cycle in Haringey, and this would include people using bikes and hire bikes and the impact of cycling on road users at the same time. The Panel highlighted exploring the duality on roads for cycling and looking at the safety world around two wheeled vehicles and suggested they could look at information on collisions and accidents to understand current issues.

The Chair further explained that they would start the review with a brief consultation with residents via a survey followed by an in-person meeting and engagement with stakeholders' groups in the borough.

In response to the above, Head of Transport and Travel advised that it was not possible to obtain comprehensive datasets on cycling and powered two-wheeler safety, but current data showed a rise in collisions involving powered two-wheelers, largely driven by the growth of the delivery industry and inexperienced riders. It was noted that many of these riders lacked formal cycle training and faced pressure to work quickly as self-employed couriers, increasing risk. The Travel Team recognised this, and the issue was being addressed as part of the Council's Vision Zero commitment. He explained that there were initiatives like the "Pavements Are for Pedestrians" campaign run by the Active Travel team, engaging delivery drivers in multiple languages, promoting road safety awareness, and offering incentives such as cycle training and high-visibility gear. These efforts would continue to reduce risks and improve safety for all road users.

The Head of Transport and Travel advised that his team could provide statistics in terms of cycle and pedestrian casualties, but they would not have statistics in relation to interaction between pedestrians and cyclists or cyclists on delivering an interaction with the general public.

The Head of Transport and Travel further explained that his team could do a perception survey to gauge public opinion, but it would reflect residents' views rather than factual data. For accurate insights he recommended focus on collision statistics involving cyclists, pedestrians, and other vulnerable road users to specifically determine whether incidents have increased or decreased. The Head of Transport and Travel agreed to provide the Panel with this collision data outlined above that was obtained from the police and this would be filtered to include incidents involving bicycles or powered two-wheelers, along with location details. This information could identify potential hotspots, which can be considered for site visits by the Panel **(Action Maurice Richards)**

The Panel also asked for the Travel Team to provide any draft proposals for upcoming cycle infrastructure projects, including their locations and how they accommodate other road users. Additionally, any resident feedback the Team had would be helpful.

The Panel suggested taking forward online engagement that could be focused on gathering residents' experience, whether cycling themselves or interacting with cyclists in Haringey. This feedback could help inform potential recommendations for improving the Walking and Cycling Action Plan in response to changing conditions, or support preparations for next year's contract tendering.

In response The Head of Transport and Travel outlined that the team already held extensive perception data from previous consultations, including the Walking and Cycling Action Plan, Curbside Strategy, EV Strategy, and Transport Strategy. These covered public views on road space reallocation, attitudes toward cycling, and perceived barriers. As a way forward, his Team could extract relevant insights from these reports rather than re-surveying residents. However, this data reflected opinions and could not be independently verified. For factual evidence, the Council should rely on collision statistics. The Travel team had access to TfL software that allowed them to filter cyclist collision data specifically for cyclists and identify hotspots across the borough. The Travel team could turn this around quickly and provide those insights to the Panel as a way forward. **(Action Maurice Richards)**

In response to a request for additional data on enforcement of line bikes and issues around hotspots with bikes provided by Lime and Forrest, the Travel Team could provide the Panel with data on high-usage areas and locations with significant non-compliance, along with locations and details on how the Council were addressing these issues through the rollout of dockless bike parking. **(Action Maurice Richards)**

The Chair advised that the Principal Scrutiny Officer compile and send out a survey and the information that Head of Transport and Travel had indicated providing above. There could then be an initial Panel meeting to focus on reviewing data provided and

survey results and planning next steps for the review in mid-January. It was further agreed to hold a full-day stakeholder session with groups such as Living Streets and Disability Action at the end of January/ early February to gather evidence and compile recommendations. It was previously agreed that this would take place on a Friday and agreed the Scrutiny Officer provide a selection of potential dates for Panel members.

10. NEW ITEMS OF URGENT BUSINESS

None

11. DATES OF FUTURE MEETINGS

23rd of February 2026.

CHAIR: Councillor Makbule Gunes

Signed by Chair

Date

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Report for: Overview and Scrutiny Committee - 12 February 2026

Item Number: 8

Title: Employment & Skills

Report

Authorised by: Abigail Stratford, Director of Placemaking & Community Development

Lead Officer: Helen McDonough, Head of Inclusive Economy

Ward(s) Affected: All

Report for Key/

Non-Key Decision: N/A

1. Describe the issue under consideration

1.1 Overview and Scrutiny Committee have requested a focus on Employment and Skills in Haringey for their 12 Feb meeting. Feedback from local stakeholders highlighted the issue of worklessness and the local conditions of employment in the Borough, particularly in Tottenham. The three main areas of concern highlighted were:

- 1 – Worklessness
- 2 – Insecurity of work
- 3 – Low pay

1.2 At the February 2026 meeting the Committee is aiming to explore these issues in greater detail and wanted further information on:

- Recent employment data for the Borough, including how this compares to London figures and national figures. Data on those not in Employment, Education or Training would be particularly helpful.
- Proportion of people who both live and work in the Borough compared to people who live in Haringey Borough but work in a different Borough (or vice-versa).
- Details of the Council's programmes/initiatives to provide employment support, strengthen skills/learning and apprenticeship opportunities.
- What levers are available to the Council to drive improvements in this area with a strategic and co-ordinated local approach.

2. Context

2.1 The most up to date employment data for 25/26 is set out below. It shows that Haringey has a higher level of unemployment compared to other London Boroughs and nationally. As well as this Haringey continues to experience relatively high levels of inactivity in the labour market despite rates falling

nationally. Haringey has a lower number of jobs in borough almost half that of statistical neighbours and there is a higher number of jobs in low paying sectors such as retail and hospitality which in turn contributes to higher levels of in work poverty. Unemployment and inactivity in the labour market is concentrated in the east of the borough.

- 2.2 The figure for number of residents who travel out of the borough to work needs to be treated with caution as the census figures may have been affected by Covid 19 changed working patterns – census figures show 27% of residents working in borough and the chart below exemplifies results from the most recent residents survey below.

Table 1 – Haringey Context

The starting point: What previous research tells us about Haringey

Strengths	Challenges
Strategically located and well-connected	Low productivity – 40% lower than London average in 2021
Culturally rich and diverse	High levels of deprivation – fourth most deprived borough in London
Strong creative industries	High levels of economic inactivity
Young and with a higher proportion of working age people	Low job density (number of jobs divided by local population)
Employment-supporting industrial land	Lack of quality jobs – many residents in in-work poverty
Entrepreneurial – high proportion of people working for micro-businesses/self-employed	High levels of inequality, along spatial, racial, economic and health lines

Table 2 – Claimant count rate over time

Haringey residents are likely to be significantly more exposed to changes in the labour market than the London average

Claimant count rate for Haringey and London, 2007-2025

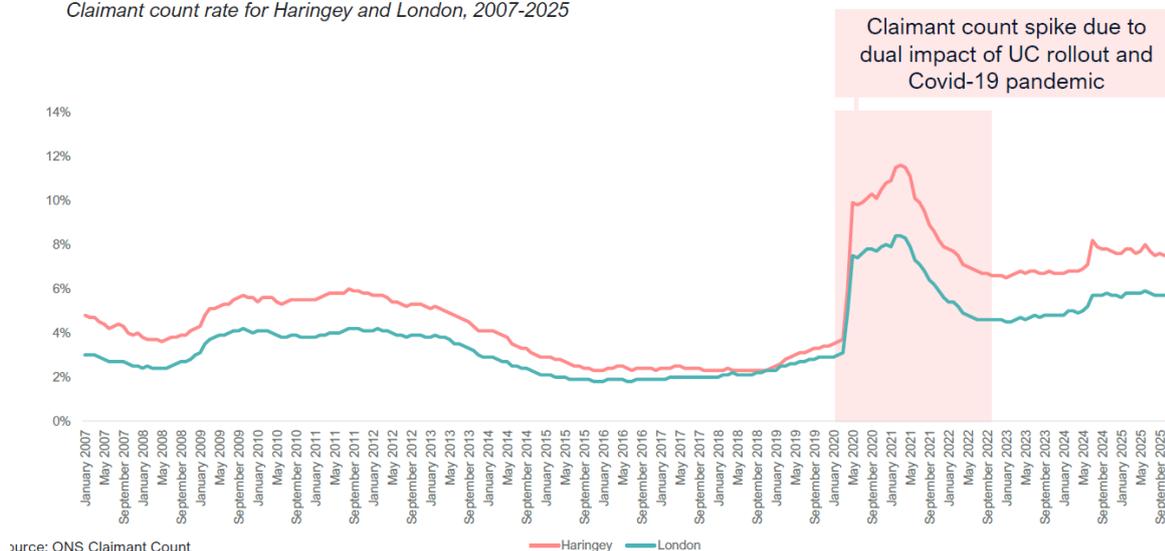


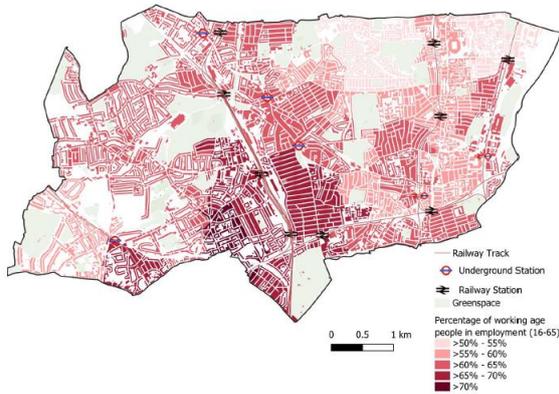
Table 3 – Haringey Unemployment data 2026

	Haringey (Figures)	Haringey (%)	London (%)	Great Britain (%)
Economically Active (Total)	158,200	75.1%	79.5%	79.0%
Employed	146,700	69.9%	75.0%	75.6%
Unemployed	11,500	7.1%	5.6%	4.3%
Economically Inactive	49,300	24.9%	20.5%	21.0%
Benefit Claimant Count	13,835	7.4%	5.5%	3.8%
NEET		2.0%	1.9%	3.4%

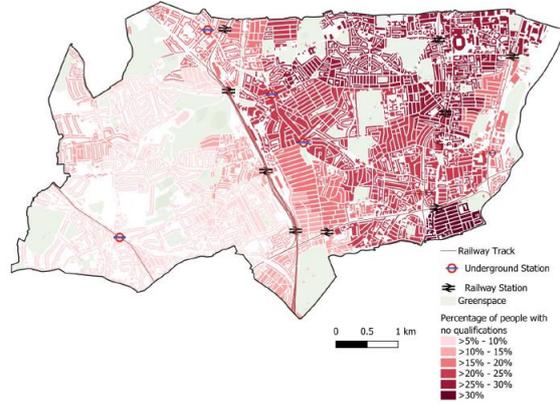
Table 4 – Geographical spread of unemployment in borough

The impact of this is much more likely to be concentrated in specific neighbourhoods in North and South Tottenham

% of people of working age in employment, 2021



% of people with no qualifications, 2021



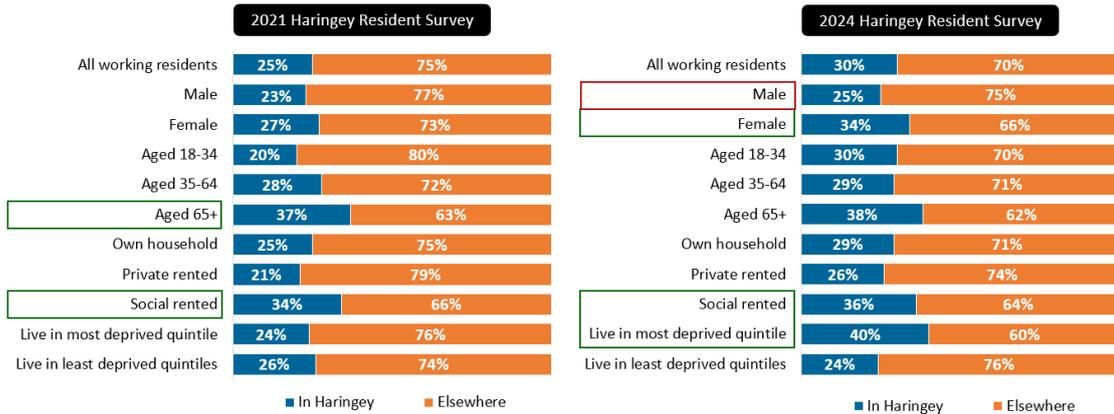
Source: 2021 Census

Table 5 – Location of main employment/employer – resident survey data

Work and financial security

Location of main employer / employment

- Three in ten working residents indicated their main employer / employment is in Haringey, broadly consistent with the 2021 resident survey.
- This year, the proportion with their main employer / employment in Haringey is higher amongst female residents and residents socially renting or living in the most deprived quintile in the borough.



3. Council Initiatives – Employment Support

- 3.1 The Council delivers Employment Support through Haringey Works its employment support service and Haringey Learns its Adult Skills service. Funded through the Greater London Authority Adult Skills funding stream Haringey Learns works with those disadvantaged in the labour market providing skills training to support residents into work or upskilling for those in work. The service has an employability focus and aims to increase delivery into community locations and improve its reach to young people and our diverse communities in the east of the borough.
- 3.2 Haringey Works supports residents furthest from the labour market into work and provides in work support for those residents that secure work. The team deliver employment support through a range of focused programmes set out below.
- 3.3 The landscape for delivery of employment and skills support is fragmented and complex and can be challenging for residents to navigate with multiple providers often driven by external funders targets, competing for referrals.
- 3.4 The Council **is not** the main provider of skills and employment support for 18 and over in the borough. This is delivered through Capital City College and Job Centre Plus. One of the key roles the team plays is in bringing together providers and partners to help co-ordinate and streamline delivery and avoid duplication

3.5 Haringey Works Core offer

Haringey Works General Offer (ongoing): one to one employment support, in work support, employer engagement, Information Advice and Guidance, Job clubs, workshops, sector-specific advice eg Health and Social Care, Construction, Creative. Specialist support from the Learning Disability and Autism and Drug and Alcohol Misuse Employment Advisors. As well as this the service delivers the following programmes:

3.6 Connect to Work:

- Connect to Work supports the Opportunity Haringey theme of Good Work and Skills. It aligns with broader Council priorities around health equity, financial inclusion, and reducing long-term unemployment. With high levels of health inequality and economic inactivity in the borough, this programme enables a personalised, sustained employment pathway for groups traditionally underserved in mainstream provision.
- Commenced August 25, funded by the DWP through Central London Forward (CLF). This is a voluntary programme supporting people with long-term health conditions and other priority groups including those at risk of losing employment. Connect to Work offers targeted, high-quality employment support based on the IPS (Individual Placement and Support) model. It focuses on helping participants into competitive jobs that pay at least the London Living Wage. IPS requires a high level of focussed employer engagement to match participants quickly to a job that suits their needs and

aspirations and continues to work with the participant and the employer to help support and sustain the employment.

- Over the five-year contract 50% delivered in Haringey by Haringey Works and 50% by Seetec an external provider (commissioned by CLF). Haringey Works aims to support 1,000 residents, gradually increasing advisor capacity and participant registrations in Years 2 to 4, before winding down in Year 5. Seetec, through their partner organisation Standguide will support 959 residents over the contract period
- The IPS model brings an evidence-based approach that supports deeper integration between employment and health services. IPS promotes employment as a route to wellbeing and improved health outcomes.

3.7 The Haringey Works Youth Offer 2025/26

The current youth employment support offer is the largest and most varied to date. For the first time, young people can access tailored provision according to their needs. The scale and diversity of the offer helps us reach harder-to-engage young people. Below is an overview of the current programmes that young people can access:

3.8 Haringey Full Potential – August 2025 – March 2026 (to be extended to March 27)

This programme is funded through the Government's Youth Guarantee Trailblazer initiative. It is co-ordinated and managed by CLF, the sub-regional partnership. It is a 'test and learn' programme aimed at tackling high levels of NEET among care-experienced young people. Haringey Full Potential builds on the Council role as corporate parent and seeing the Council as the family business which offers support and opportunities to family members. The service has been developed in partnership with Young Adults Service and HR and offers care leavers (17-25yrs) employability support, mentoring, trauma-informed support, paid work placements in the council and with local employers.

3.9 Haringey On Track is funded by the DWP Community Budget and supports 16–25s at risk of crime/violence, including ex-offenders and those with complex barriers to employment. The programme offers weekly engagement with employment advisors, a project coordinator who provides holistic support beyond employment and offers group upskilling and engagement sessions. The programme provides a weekly Employment Youth Hub at Rising Green. The programme is funded to June 2026.

3.10 Haringey NEET programme funded through UKSPF supports young people not in education, work or training, and particularly targets 18-19 year olds who are not claiming benefits.

4. Adult Skills training

- 4.1 Haringey Learns delivers essential skills programmes, including Functional Skills in English and Maths, ESOL, alongside employability training focused on growth sectors such as Health & Social Care, Education, and Early Years. In 2026–27, the offer will expand to include Security and Administration. A new partnership with Capital City College will pilot Green Skills courses aimed at young people aged 19–24, providing a pathway into green jobs and the college’s Green Skills Hub.
- 4.2 The curriculum for Haringey Works is shaped around the Mayors London Talent Strategy and has an employability focus. The service currently has around 1500 learners completing ESOL, Computer and Digital skills or vocational courses such as accounting, health and social care, awards in education and training or volunteering

[Our courses and how to enrol | Haringey Council](#)

5. Local Co-ordination

- 5.1 The Council are not the main provider for skills training and employment support. It does however play a key role in strategic co-ordination of services locally working closely with Capital City College and Job Centre Plus. Below are the various mechanisms and forums employed to support this approach:
 - **Haringey Employment and Skills provider forum – hosted by Haringey Works and attended by providers who support Haringey residents. Information sharing and upskilling forum. Meets quarterly**
 - **Haringey Employment and Health Provider Forum – co-ordinating and integrating local employment and health focused programmes – meets 6 weekly.**
 - **Haringey and Capital City College Group quarterly strategic liaison meetings – forward planning and engagement**
 - **Haringey Construction Forum – brings together all contractors with s106 employment and skills obligations to co-ordinate delivery**
 - **Haringey Health and Social Care Academy Partnership – brings together sector employers and training providers, aiming to increase opportunities in Health and Social Care for those furthest from the labour market.**
- 5.2 Through the council’s approach to Social Value and Planning Obligations the Council seeks to maximise employment and skills outcomes for local residents as well as create supply chain opportunities for local businesses. Our social value approach ensures that where we are spending over £500k we will use our social value procurement tool to ensure that we secure wider social benefit from our spend. This will include jobs and training opportunities. Through our planning powers all major developments are mandated, through s106 agreements to create local job opportunities in both construction and end use phases. A new social value policy is being considered by Cabinet in March 2026.

6. Use of Appendices

6.1 Appendix A - An overview of Capital City College delivery for Haringey residents.

Appendix A – Capital City College Group – February 2026 - Descriptive analysis of CCC enrolments to support Haringey’s employment and skills objectives.

Executive summary

- CCC is supporting a large cohort of Haringey residents. In 2025/26, 3,916 Haringey learners enrolled with CCC, with a total of 4,476 main programme enrolments (reflecting some learners undertaking more than one programme).
- The offer is strongly inclusion-focused: 42.5% of learners have low prior attainment (no qualifications or entry level) and 61.7% are taking foundational skills (ESOL/English/Maths), aligning with Haringey's 'Good Work & Skills' ambitions to target those furthest from the labour market and to reduce inequality.
- Alongside foundational provision, CCC is delivering vocational and progression routes aligned to Haringey's priority sectors and future skills: digital, health and care, construction/engineering (including green skills), and creative industries.
- Delivery is geographically accessible to Haringey residents: over half of main programmes are delivered at Tottenham Campus, with additional provision across nearby campuses and some distance learning.
- The employability curriculum is aligned with National Skills for Jobs priorities and Local Skills Improvement Plans, ensuring CCC's provision responds to both regional employer needs and Haringey's local labour market demand. Delivery is primarily through funded short courses, licence-to-practice qualifications such as SIA security course, Level 1–2 vocational provision, and Sector-Based Work Academy Programmes (SWAPs), focusing on priority sectors such as construction, logistics, health and social care, hospitality, digital, and spectator safety.
- Employer engagement is central to the curriculum. Employers are actively involved in co-designing provision, contributing to delivery through employer-led training, site visits, and live projects, and supporting learner progression via mock interviews, work experience, live vacancies. This ensures learners develop the technical skills, behaviours, and confidence required for sustainable employment.

Capital City College Metric for Haringey resident learners.

Metric	Value
Unique Haringey resident learners	3,916
Total learning aim enrolments (all aims)	12,677
Main programme enrolments	4,476
Average learning aims per learner	3.24
Learners returning to CCC (enrolled previously)	2,234 (57.0%)
Learners with low prior attainment (No qualifications or Entry level)	1,665 (42.5%)

Learners engaged in foundational skills (ESOL/English/Maths/Literacy/Numeracy)	2,418 (61.7%)
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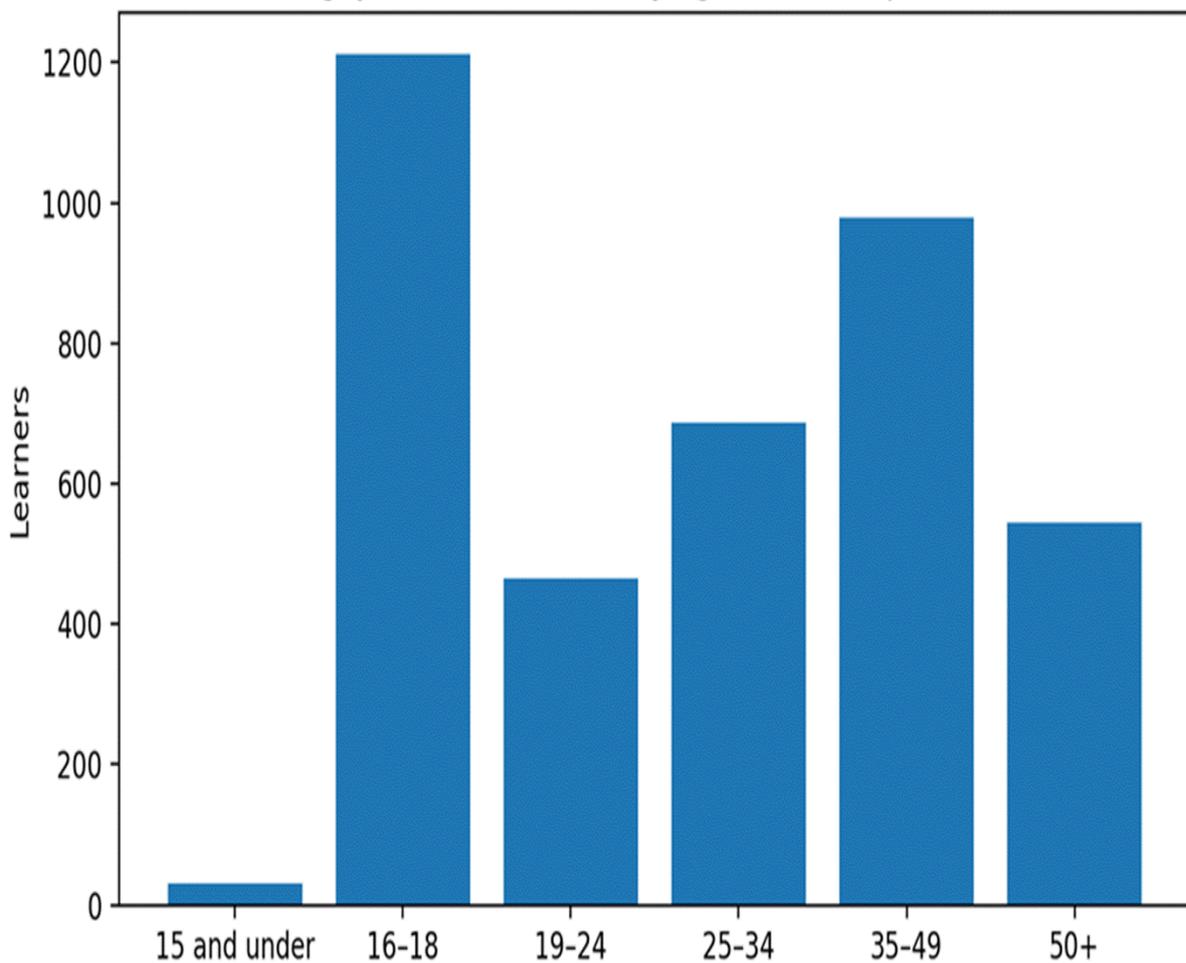
Learner profile (Haringey residents)

This section summarises the characteristics of Haringey residents enrolled with CCC in 2025/26, to support a discussion of who is being reached, and which groups may benefit from targeted partnership activity.

Age profile

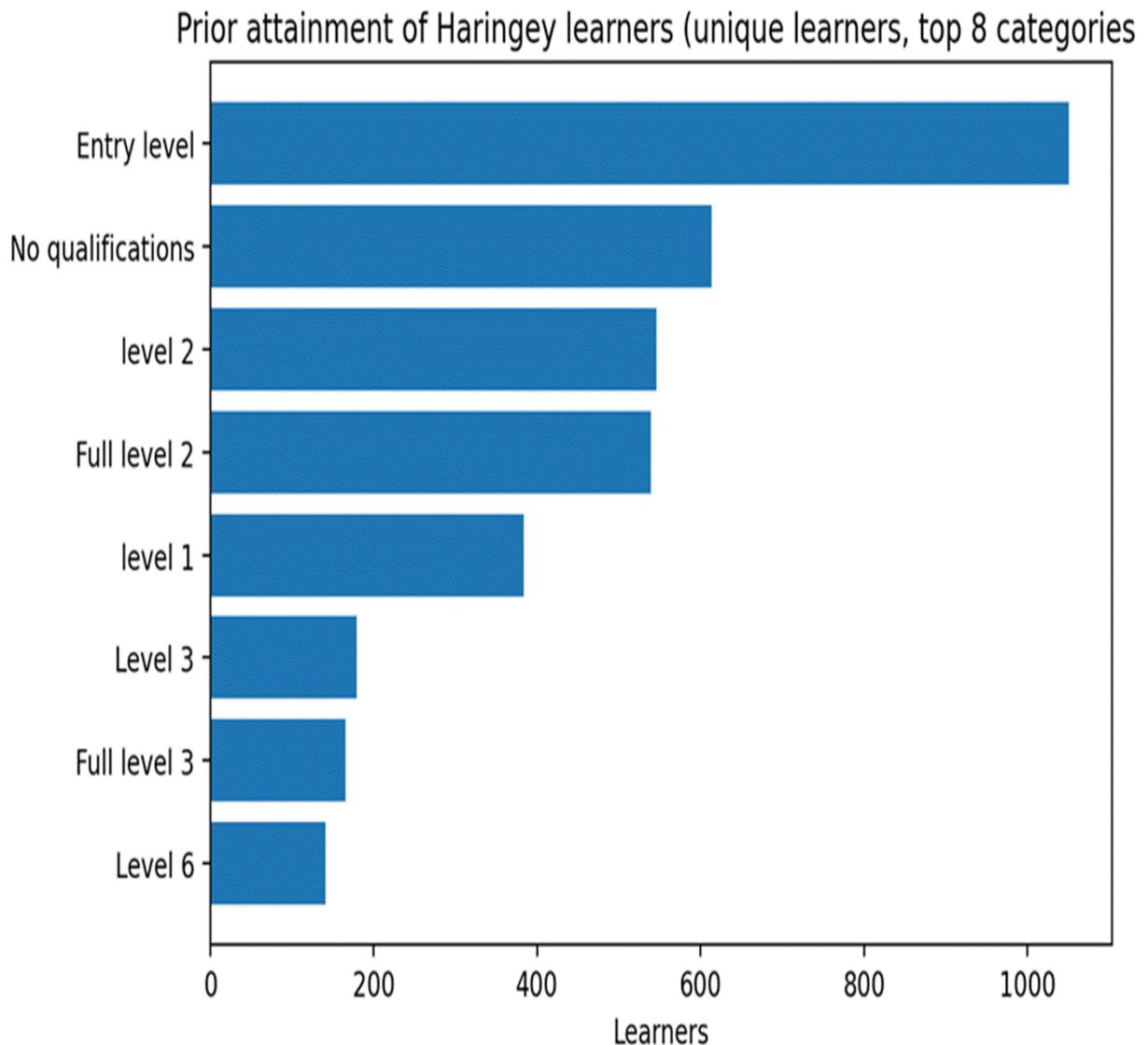
The cohort includes both young people and adults, with particularly high participation among 16–18-year-olds and adults aged 35–49 (unique learners).

Haringey resident learners by age band (unique learners)



Prior attainment and barriers

42.5% of learners have no qualifications or only entry-level prior attainment, indicating a substantial cohort requiring 'second chance' learning and foundational progression routes.



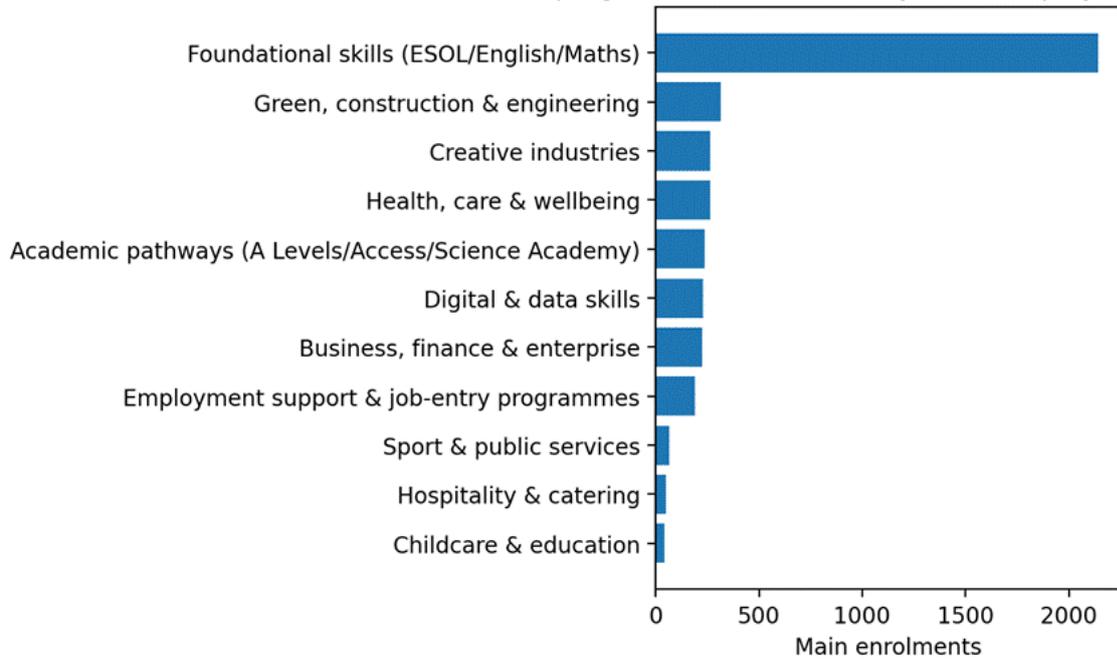
Returning learners and sustained engagement

57.0% of learners are recorded as having previously enrolled at CCC, suggesting the college is operating as a 'trusted provider' for repeat engagement and step-up progression.

Average participation is 3.24 learning aims per learner (including tutorials/enrichment/English and maths aims), and 1.14 main programmes per learner, reflecting a mix of single-programme learners and learners undertaking multiple programmes or wrap-around support.

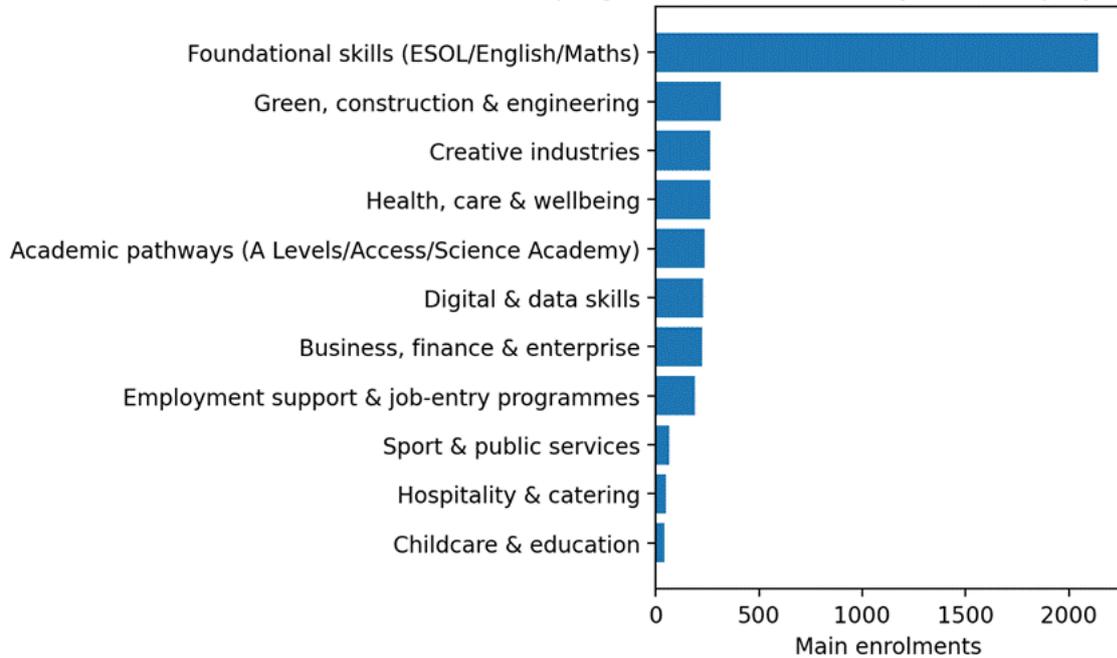
What residents are studying?

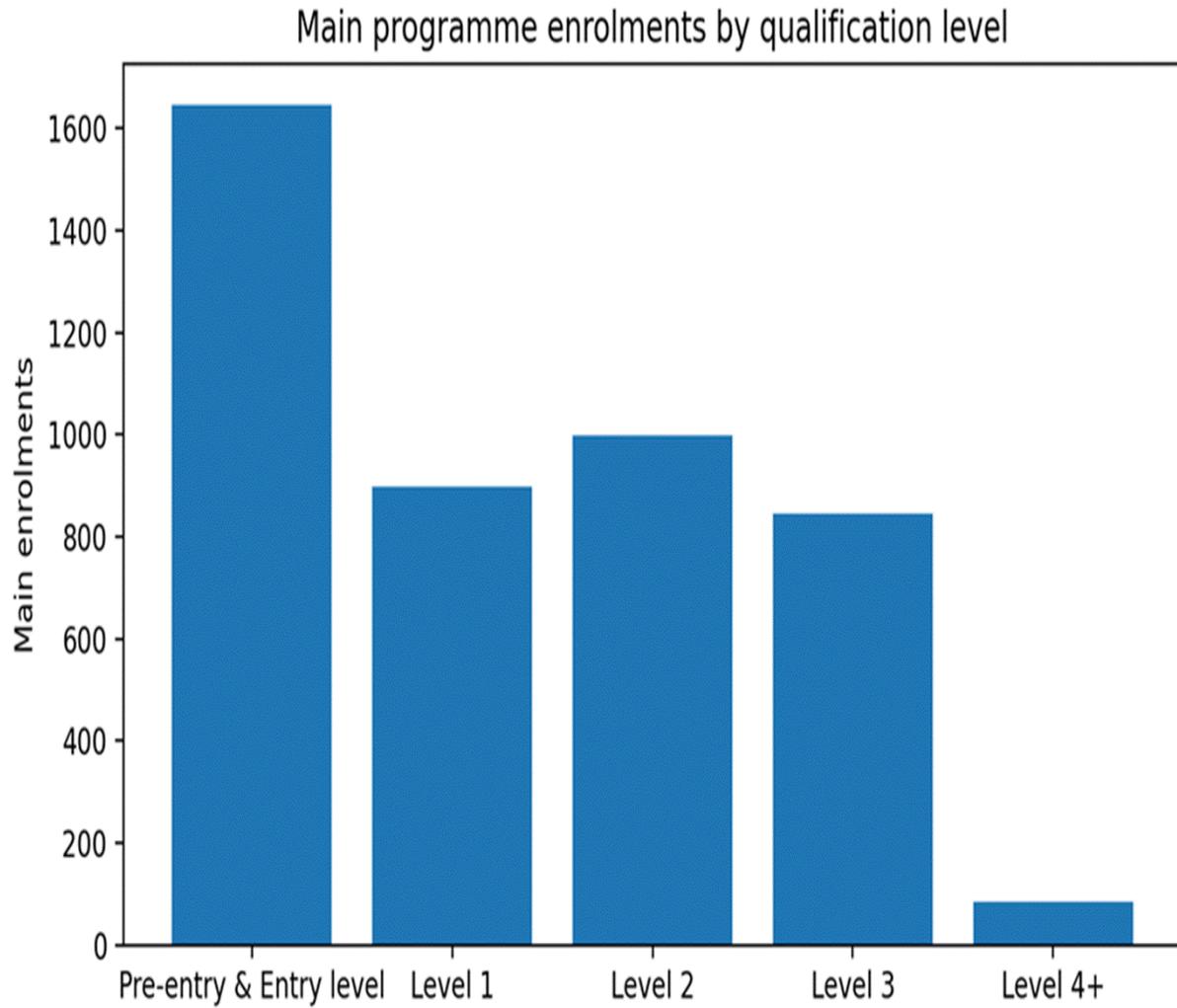
Main programmes represent the learner's primary course of study with CCC. The top curriculum areas illustrate a strong focus on language and foundational learning alongside employment-facing vocational routes.



The level profile shows a large entry-level cohort (primarily ESOL and foundational learning), with substantial provision at Levels 1–3 that supports progression into employment and further study.

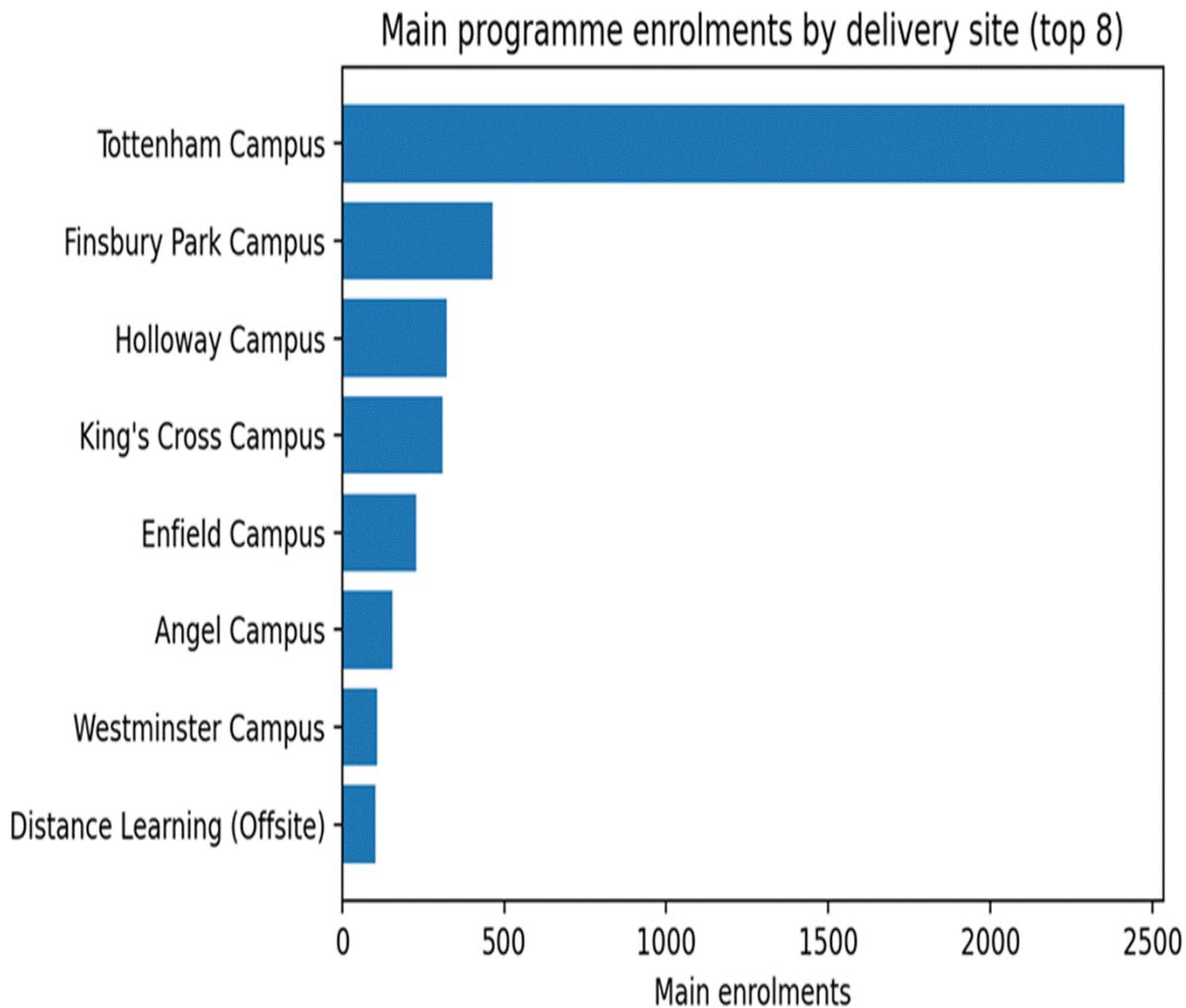
A significant volume of employment-facing vocational learning aligned to growth and demand sectors (digital, health and care, construction/engineering, and creative industries), which supports Haringey’s goal to connect residents to local and London-wide opportunities.





Delivery sites (main programmes)

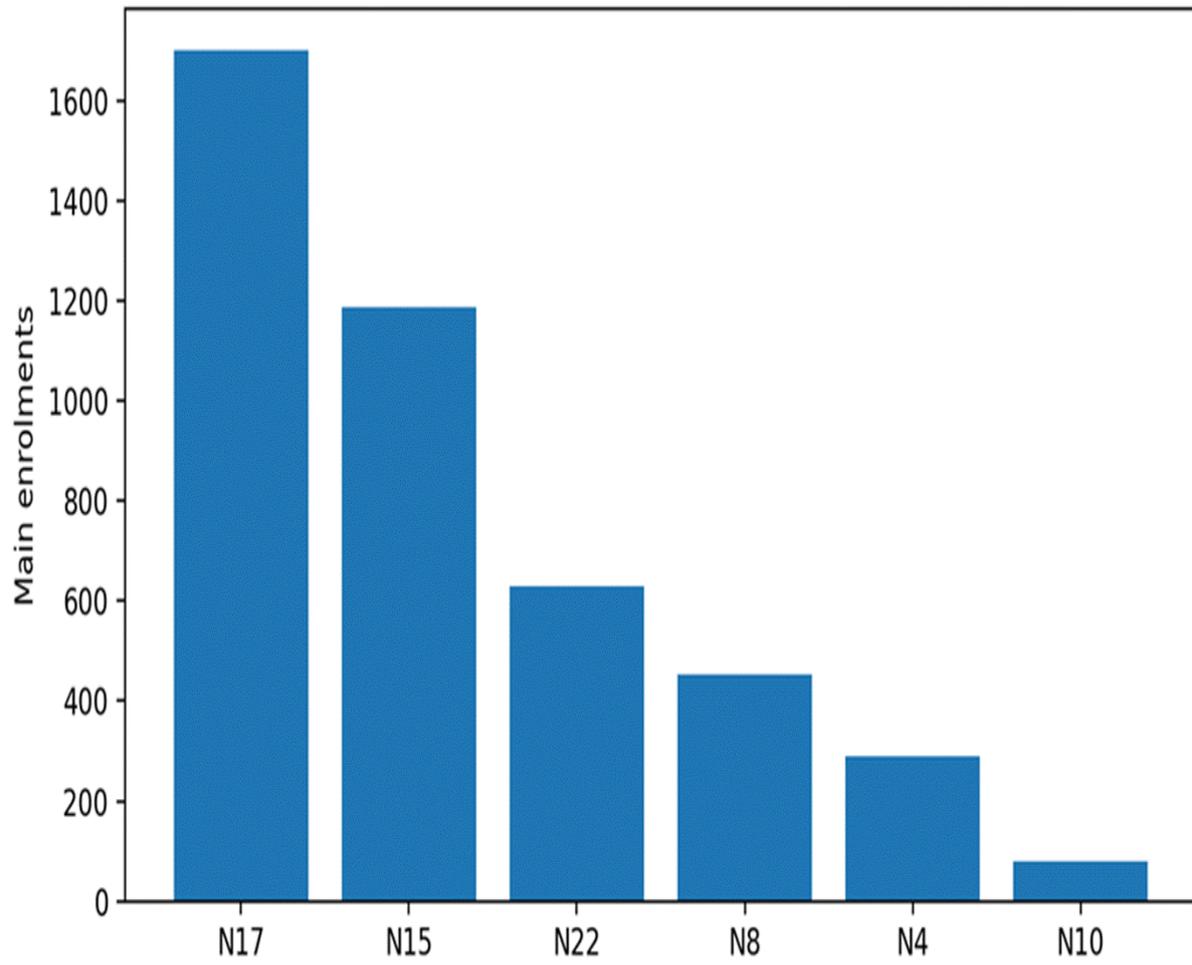
Tottenham Campus is the largest delivery site for Haringey residents, with additional participation across nearby CCC campuses and distance learning.



Postcode reach (main programmes)

Outward postcodes provide a simple indicator of locality within/around Haringey. Enrolments are concentrated in N17 and N15 (Tottenham area), followed by N22 and N8.

Main programme enrolments by outward postcode (top 6)



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Report for: Overview and Scrutiny Committee - 12 February 2026

Item Number: 9

Title: Strategic Workforce Data, Planning and Wellbeing

Report
Authorised by: Dan Paul, Chief People Officer

Lead Officer: Dan Paul, Chief People Officer

Ward(s) Affected: All

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

1. Describe the issue under consideration

1.1 The purpose of this report is, at the Committee's request, provide information on the Council's workforce, strategic workforce planning and employee wellbeing.

2. Recommendations

2.1 To note the report and ask questions.

3. Background information

3.1 Workforce Data

3.1.1 The Council holds a considerable amount of data on its workforce, and a summary is reported to every meeting of the General Purposes Committee in the form of a People Report, which can be found on the public committee pages of the Council's website. The latest summary data is attached at Appendix 1 to this report.

3.1.2 The Council's total workforce (employed plus agency) has grown substantially in recent years, to a headcount of 4083. This is only slightly down on the high point reached in March 2025 (headcount 4166). The directly employed workforce continues to increase quarter on quarter. Between March and September 2025 this was more than offset by decreases in the agency workforce. There are three main reasons for the increase in the directly employed workforce:

- i) The Council's decisions to insource services, most notably Homes for Haringey (June 2022, c.750 employees), and Fusion (October 2023, c.120 employees).
- ii) A concerted effort to reduce agency staff, from a high point of c.770 to the September 2025 headcount of 375.
- iii) General growth in the workforce to deliver Council services.

3.1.3 A low number of employees leave the Council by reason of redundancy, as can be seen at Appendix 1. This trend has not changed over recent times. The number of

current restructures that are projected to result in significant redundancies (i.e. where the opportunities for suitable alternative employment by creating posts or filling vacancies are significantly outweighed by the number of posts deleted) are low. The first port of call where reductions are required is reducing agency staff.

3.1.4 The Council's financial challenges are likely to mean that this position changes in the future, but the exact scale and scope of that is not currently defined. Despite the fact that the Council's current draft budget contains a limited amount of new savings, there remain a substantial amount of pre-agreed savings to deliver, and it is likely that this will impact upon the workforce in future.

3.2 Strategic Workforce Planning

3.2.1 As part of the delivery of the Workforce Strategy, agreed by the Council in July 2024, Human Resources have devised a comprehensive workforce planning process, culminating in a Workforce Action Plan.

3.2.2 This process is facilitated by HR through a series of workshops with the relevant Director and their management team, and supported by a data pack which gives the current workforce statistics in detail. Workshop activities include:

- i) Analysis of the external environment and horizon scanning
- ii) SWOT analysis of the current internal position
- iii) Service planning
- iv) Finances available and the MTFS
- v) Identifying key stakeholders
- vi) Workforce management information e.g. turnover, age profile etc.
- vii) Identifying critical roles, hard to fill roles, roles that take a long time to train for.
- viii) Planning for workforce requirement and availability in terms of skills as well as numbers.
- ix) Workforce performance in terms of delivering service outcomes - workforce optimisation
- x) Emphasis on growing skills internally and increasing flexibility/resilience of existing employees, this mitigates risk of not finding skills externally.
- xi) Looking at how you replace leavers from a job group.
- xii) Considering workforce planning on different timelines to address short term and long term needs.
- xiii) Ensuring workforce plans link to practical action in recruitment, development and deployment in people and service/work design.

3.2.3 A small number of services have been through the full process as a pilot, and the process has then been refined and is ready for implementation in all Directorates.

3.2.4 This work will be rolled out alongside Service Planning and financial planning in Autumn 2026, as the Council develops a new Corporate Delivery Plan following the May 2026 elections. It is considered best practice to develop service, financial and workforce plans in tandem to ensure a joined up approach.

3.2.5 In the short term, and in order to support immediate financial and workforce priorities, the Corporate Leadership Team have agreed the following key areas of focus:

- a) Sickness absence management
- b) Establishment accuracy: addressing long term secondments, acting up, honoraria and fixed term contracts
- c) Restructures; practical support on business case writing, ensuring best structure and moving to formal launch at pace
- d) Agency review- getting to the heart of the issues and reducing agency reliance

There will also be specific people-based training sessions in Spring 2026 which will enable managers to maximise the efficiency of their workforce through effective people management in challenging financial circumstances.

3.3 Workforce Wellbeing

- 3.3.1 Despite the workforce data, employees are likely to be feeling the effects of the Council's financial position as communicated to them, and anticipating (probably correctly) that there are substantial staffing reductions to come in future. This will naturally impact upon stress levels and wellbeing as employees are concerned for their future. The Council has a dedicated wellbeing hub with support and resources available on the intranet, and a comprehensive employee assistance programme and occupational health service and free counselling available to assist employees and their families.
- 3.3.2 The Council provides resources, policies and support to managers and supervisors to help them deal with employee wellbeing, as well as stress and mental health, and absence.
- 3.3.3 Officers discuss these issues with Trade Unions on a regular basis, and it comes up frequently in the consultation stage of restructures.
- 3.3.4 Sickness levels are on a downward trajectory, reducing from 10.6 days per FTE in March 2025, to 8.8 days per FTE in September 2025. This statistic is measured on a rolling year basis, to remove seasonality. The reduction has come almost entirely from a reduction in long term sickness and has reduced the cost of absence to the Council by an annualised £860k.

4. Use of Appendices

- 4.1 APPENDIX 1 – January 2026 People Report appendix, presented to General Purposes Committee on 26/01/2026.

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People Report

September 2025

Appendix A

Measure	Data Period	Reporting Period					% Change
		Dec 2024	Mar 2025	Jun 2025	Sep 2025	Status	
Established Workforce							
Headcount	M	3563	3652	3688	3708	↑	Jun 2025 to Sep 2025 0.5
FTE	M	3261.1	3349.0	3386.0	3414.3	↑	0.8
Cost base pay - monthly (£000)	M	£12,205,390	£12,492,767	£12,678,955	£13,145,759	↑	3.7
Cost base pay - annualised (£000)	M	£146,464,677	£149,913,204	£152,147,465	£157,749,110	↑	3.7
Average cost per FTE (£000)	M	£44,912.7	£44,763.6	£44,934.3	£46,202.5	↑	2.8
Off Payroll Workforce - Agency (from June 2023 excludes £500+)							
Headcount	M	469	454	357	322	↓	-9.8
FTE	M	349.7	356.7	276.0	262.3	↓	-5.0
Cost - monthly (£000)	M	£2,270,894	£2,367,154	£1,891,982	£1,452,933	↓	-23.2
Cost - annualised (£000)	M	£27,250,723	£28,405,848	£22,703,784	£17,435,191	↓	-23.2
% Agency of total workforce	M	10.8	10.8	8.6	8.3	↓	-4.1
Off Payroll Workforce - Interims & Consultants (£500+)							
Headcount	M	63	60	56	53	↓	-5.4
FTE	M	47.0	49.8	43.4	45.3	↑	4.3
Cost - monthly (£000)	M	£730	£792	£689	£579	↓	-16.0
Cost - annualised (£000)	M	£8,765,844	£9,504,696	£8,269,188	£6,942,811	↓	-16.0
Total Workforce (Established + Agency/Consultants/Interims)							
Headcount	M	4095	4166	4101	4083	↓	-0.4
FTE	M	3657.8	3755.5	3705.4	3721.9	↑	0.4
Cost - monthly (£000)	M	£15,206,770	£15,651,979	£15,260,036	£15,177,259	↓	-0.5
Cost - annualised (£000)	M	£182,481,244	£187,823,748	£183,120,437	£182,127,112	↓	-0.5
Leavers							
Headcount	RY	412	377	390	377	↓	
FTE	RY	374.0	348.5	354.3	338.3	↓	
% Resignation/ Retirement	RY	78	79	75	76	↑	
% TUPE	RY	0	0	0	0	→	
% Redundancy	RY	8	9	9	7	↓	
% Other	RY	13	12	15	17	↑	
No. Leavers Aged <40	RY	147	147	124	133	↑	
Starters							
Headcount	RY	627	646	600	604	↑	
FTE	RY	602.1	613.2	572.8	571.5	↓	
% Permanent appointments	RY	63	66	68	70	↑	
% Fixed term appointments	RY	36	35	32	30	↓	
% Temporary appointments	RY	0	0	0	0	→	
No. New Starters Aged <40	RY	338	354	298	314	↑	

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

People Report

September 2025

Appendix A

Measure	Data Period	Reporting Period				% Change
		Dec 2024	Mar 2025	Jun 2025	Sep 2025	
Sickness Absence						
Sickness rate (average days)	RY	10.2	10.6	9.9	8.8	↓
Long term sickness rate (20+ days)	RY	8.3	8.0	7.6	6.4	↓
Short term sickness rate (<20 days)	RY	1.9	2.6	2.4	2.4	→
Sickness cost (£000)	RY	£4,971	£5,197	£4,835	£4,337	↓
Apprentices						
Adults, Housing & Health	M	24	23	57	47	↓
Children's Services	M	21	27	23	32	↑
Culture, Strategy & Communities	M	14	15	14	24	↑
Finance & Resources	M	15	10	13	33	↑
Environment & Resident Experience	M	20	19	19	27	↑
No. Apprentices	M	94	94	126	163	↑

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

Report for: Overview and Scrutiny Committee – 12th February 2026

Title: Overview and Scrutiny Committee Work Programme

Report

authorised by: Ayshe Simsek, Democratic Services and Scrutiny Manager

Lead Officer: Dominic O'Brien, Principal Scrutiny Officer

Tel: 020 8489 5896, E-mail: dominic.obrien@haringey.gov.uk

Ward(s) affected: N/A

Report for Key/

Non-Key Decision: N/A

1. Describe the issue under consideration

1.1 This report provides an update on the work plan for 2025-26 for the Overview & Scrutiny Committee.

2. Recommendations

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

2.2 That the Committee give consideration to the agenda items and reports required for its meetings in 2025/26. The next meeting is scheduled to be held on 11th March 2026.

3. Reasons for decision

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

4. Background

4.1 The current draft iteration of the Committee's work plan for 2025-26 is provided as **APPENDIX A**.

4.2 The current Overview & Scrutiny Work Programme specifies that the meeting scheduled to be held on 11th March 2026 will include:

- Finance & Performance update – Q3

- 4.3 The Committee should give consideration to the items for the next meeting and any amendments that it wishes to make to the Work Programme for the meetings scheduled in 2025/26.
- 4.4 Given the Council's challenging financial situation, the terms of reference for Overview and Scrutiny has been updated to allow more prominent focus on budget monitoring and performance. This includes in-year finance and performance monitoring items on a quarterly basis which are scheduled to take place on:
- 22nd July 2025 – Provisional Financial Outturn report (Q4)
 - 18th September 2025 – Q1
 - 10th December 2025 – Q2
 - **11th March 2026 – Q3**
- 4.5 The Committee retains a focus on an overall strategic focus and a number of policy areas including oversight of customer focus and worklessness which is in response to community views expressed at the Scrutiny Café in September 2024. There are two meetings in the schedule specifically set aside to consider policy issues not directly related to finance. These are scheduled to take place on:
- 20th October 2025
 - 12th February 2026
- 4.6 The latest version of the Council's Forward Plan, which provides notice of key decisions expected to be made by the Council over the next 3 months is attached as **APPENDIX B**. This may assist Committee Members in determining if there are any upcoming issues that require further scrutiny.

5. Effective Scrutiny Work Programmes

- 5.1 An effective scrutiny work programme should reflect a balance of activities:
- Holding the Executive to account;
 - Policy review and development – reviews to assess the effectiveness of existing policies or to inform the development of new strategies;
 - Performance management – identifying under-performing services, investigating and making recommendations for improvement;
 - External scrutiny – scrutinising and holding to account partners and other local agencies providing key services to the public;
 - Public and community engagement – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community.
- 5.2 Key features of an effective work programme:
- A member led process, short listing and prioritising topics – with support from officers – that;
 - reflects local needs and priorities – issues of community concern as well as Borough Plan and Medium Term Financial Strategy priorities
 - prioritises topics for scrutiny that have most impact or benefit

- involves local stakeholders
- is flexible enough to respond to new or urgent issues

5.3 Depending on the selected topic and planned outcomes, scrutiny work will be carried out in a variety of ways, using various formats. This will include a variety of one-off reports. In accordance with the scrutiny protocol, the OSC and Scrutiny Panels will draw from the following to inform their work:

- Performance Reports;
- One off reports on matters of national or local interest or concern;
- Issues arising out of internal and external assessment (e.g. Ofsted, Care Quality Commission);
- Reports on strategies and policies under development or other issues on which the Cabinet or officers would like scrutiny views or support;
- Progress reports on implementing previous scrutiny recommendations accepted by the Cabinet or appropriate Executive body.

5.4 In addition, in-depth scrutiny work, including task and finish projects, are an important aspect of Overview and Scrutiny and provide opportunities to thoroughly investigate topics and to make improvements. Through the gathering and consideration of evidence from a wider range of sources, this type of work enables more robust and effective challenge as well as an increased likelihood of delivering positive outcomes. In depth reviews should also help engage the public and provide greater transparency and accountability.

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

6. Contribution to strategic outcomes

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

7. Statutory Officers comments

Finance and Procurement

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

Legal

7.2 There are no immediate legal implications arising from the report.

7.3 In accordance with the Council's Constitution, the approval of the future scrutiny work programme falls within the remit of the OSC.

7.4 Under Section 21 (6) of the Local Government Act 2000, an OSC has the power to appoint one or more sub-committees to discharge any of its functions. In accordance with the Constitution, the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the OSC.

7.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

Equality

7.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

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

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

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

8. Use of Appendices

APPENDIX A – OSC Workplan 2025-26

APPENDIX B – Statutory Forward Plan (Version 158)

Overview and Scrutiny Committee

Draft Work Plan 2025-26

Date	Potential Items	Lead Officer/Witnesses
19 June 2025	Terms of Reference & Panel Portfolios	Principal Scrutiny Officer
	Overview and Scrutiny Work Plan	Principal Scrutiny Officer
22 July 2025	2024/25 Provisional Financial Outturn report	Cabinet Member for Finance & Corporate Services, Director of Finance
	Update report on preparation for 2026/27 Budget and 2026/31 MTFS	Cabinet Member for Finance & Corporate Services, Director of Finance
18 Sep 2025	Cabinet Member Questions - Leader of the Council	Leader and Chief Executive
	Finance and Performance update – Q1	Cabinet Member for Finance & Corporate Services, Director of Finance

20 Oct 2025	Annual Feedback & Resolutions report Customer Services & Experience of Residents in contacting the Council	Corporate Director of Culture, Strategy & Communities Cabinet Member for Resident Services & Tackling Inequality
27 Nov 2025	Budget Scrutiny – Strategy & Engagement	Cabinet Member and Officers Deputy Chair (in the Chair)
10 Dec 2025	Finance update – Q2 Previously agreed savings (OSC remit only)	Cabinet Member for Finance & Corporate Services Director of Finance
19 January 2026 (Budget)	Budget Scrutiny - Panel feedback and recommendations. To consider panel’s draft recommendations and agree input into Cabinet’s final budget proposal discussions	Cabinet Member and Officers Deputy Chair (in the Chair)
	Treasury Management Strategy Statement	Assistant Director - Finance
12 February 2026	Employment & Skills Strategic Workforce Planning	Chief Planning Officer / Cabinet Member for Finance & Corporate Services Director of Placemaking & Corporate Development / Cabinet Member for Placemaking & Local Economy

11 March 2026	Finance and Performance update – Q3	Cabinet Member for Finance & Corporate Services Director of Finance
Scrutiny Reviews		Expected submission to OSC
Violence Against Women & Girls		Feb 2026
Hospital Discharge		Feb 2026
Under 1s Borough Provision and Delivery of Outcomes		Mar 2026
Cycling & Walking Action Plan		Mar 2026
Communications with Residents (Adult Social Care)		Mar 2026

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PUBLICATION OF THE INTENTION TO MAKE A KEY DECISION¹

Notice of Key Decisions being made by your Council over the next 3 months

AND

NOTICE OF A PRIVATE MEETING OF A DECISION MAKING BODY²

Occasions over the next 3 months when the public may be excluded from meetings due to the likelihood that if members of the public were present during an item of business confidential or exempt information would be disclosed to them

¹ In accordance with Regulation 9(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

² In accordance with Regulation 5(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Publicity in connection with Key Decisions.

Where the Leader of the Council, the Cabinet, an individual Cabinet Member or a Cabinet Committee intend to make a key decision, the Council is required to give a minimum of 28 clear days public notice. This notice exceeds the statutory minimum by giving notice of key decisions which are intended to be taken over the next 3 months. New notices for the ensuing 3 month periods will be given at monthly intervals.

A Key Decision is defined in legislation as an executive decision, which is likely:

- to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

The Cabinet

In Haringey, the Cabinet is made up of ten councillors including the Leader and is responsible for taking most of the Council's Key Decisions. Like government ministers in the cabinet, each councillor is in charge of a specific portfolio. The Cabinet currently comprises the following portfolio holders –

Leader of the Council (Chair) – Cllr Peray Ahmet
Cabinet Member for Housing and Planning (Deputy Leader) – Cllr Sarah Williams
Cabinet Member for Climate Action, Environment, and Transport – Cllr Mike Hakata
Cabinet Member for Children, Schools & Families – Cllr Zena Brabazon
Cabinet Member for Culture and Leisure – Cllr Emily Arkell
Cabinet Member for Placemaking and Local Economy– Cllr Ruth Gordon
Cabinet Member for Communities– Cllr Ajda Ovat

Cabinet Member for Finance and Corporate Services – Cllr Dana Carlin
Cabinet Member for Health, Social Care & Wellbeing – Cllr Lucia das Neves
Cabinet Member for Resident Services and Tackling Inequality – Cllr Seema Chandwani

- The Cabinet meets monthly to make key decisions as set out in this notice.
- The Cabinet makes decisions on how Council services are delivered.
- The Cabinet meets in public except when considering exempt or confidential information.

Procedures prior to private meetings

A decision making body may only hold a meeting in private if a minimum of 28 clear days public notice has been given.

This notice is available for inspection at Alexandra House, 10 Station Road, Wood Green, N22 7TR and on the Council's website. This notice exceeds the statutory minimum period by giving notice of the occasions over the next 3 months when currently it is anticipated that the public and press may be excluded from all or part of a meeting due to the likelihood that if members of the public were present during an item of business confidential or exempt information would be disclosed to them.

A statement of reasons for the meeting to be held in private is given in each case with reference to the definitions of confidential and exempt information below. A further notice will be published at least 5 clear days before a private meeting and available for inspection at Alexandra House and on the Council's website.

A 'private meeting' means a meeting or part of a meeting of a decision making body which is open to the public except to the extent that the public are excluded due to the confidential or exempt business to be transacted.

'Confidential information' means information provided to the Council by a Government Department on terms (however expressed) which forbid the disclosure of the information to the public or information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court.

'Exempt information' comprises the descriptions of information specified in Paragraphs 1-7 of Part 1 of Schedule 12A to the Local Government Act 1972 as follows:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Information falling within the above categories is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

If you wish to make any representations as to why the proposed private meeting should be held in public please write to contact Ayshe Simsek, Democratic Services and Scrutiny Manager : ayshe.simsek@haringey.gov.uk or George Meehan House, 294 High Road, Wood Green, London, N22 8JZ.

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
Between 01-Oct-2024 and 31-Mar-2026	Approval of Welbourne Land of Appropriation	The Freehold is held in general fund (Argent) development had long lease agreement - LBH to take back HRA land we will hold the freehold separate portfolio. Agreement for appropriation for the freehold to the HRA.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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Between 07-Oct-2024 and 31-Mar-2026	Outcome of the public engagement on bus priority proposals and creation of a Red Route along A504 West Green Road	<p>This report seeks approval on the outcome of the public engagement on the proposed introduction of bus priority measures and Red Route controls.</p> <p>The proposals include removal of parking at pinch points along the road and creation of a Red Route for the corridor which allows enforcement by cameras. These measures will result in more room being available for buses to pass and help reduce congestion on this busy corridor.</p>	KEY	Cabinet Member Signing	<p>Cabinet Member for Climate Action, Environment & Transport</p> <p>Corporate Director of Environment and Resident Experience</p>	Report of the Corporate Director of Environment and Resident Experience	<p>Part exempt</p> <p>Paragraph 3, 5</p> <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</p>

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Between 03-Mar-2025 and 31-Mar-2026	Approval of Homes for Haringey Management Agreement	Following the closure of the London Borough of Haringey's ("the Councils") ALMO partner on 31 May 2022 this report seeks approval to a new management agreement between the Council and Homes for Haringey Limited (HfH). The management agreement sets the framework between the two parties for the provision of services, funding agreement, performance standards and other legal frameworks around which the two parties shall work.	KEY	Leader of the Council	Leader of the Council Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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Between 31-Mar-2025 and 31-Mar-2026	Approval of Haringey Community Benefit Society Management Agreement	Following the closure of the London Borough of Haringey's ("the Council") ALMO partner on 1 June 2022 this report seeks approval of a new management agreement between the Council and Haringey Community Benefit Society ("HCBS"). The management agreement sets the framework between the two parties for the provision of services, funding agreement, performance standards and other legal frameworks around which the two parties shall work.	KEY	Leader of the Council	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 05-Jun-2025 and 31-Mar-2026	Cabinet paper correction - Crawley Road	To update the Cabinet Paper, published on 9th November 2021, with correct developer name	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 07-Jul-2025 and 20-Mar-2026	Adopting a new Clear Communal Areas Policy	Considering a new policy for adoption across the Council's landlord services.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public
Between 07-Jul-2025 and 20-Mar-2026	Adopting a new Garage Allocations Policy	Considering a new policy for adoption across the Council's landlord services.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public
Between 01-Aug-2025 and 31-Mar-2026	Hamilton Close - Major Works	This report seeks approval to award a contract for the replacement of cladding to external areas of the low-rise blocks on Hamilton Close. Works are driven by Building Safety and also include installation of curtain walling to main entrances and communal decorations and the fire upgrade works.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 01-Aug-2025 and 31-Mar-2026	Hostels Refurbishment Programme	To seek approval for the appointment of the successful contractor to undertake structural/refurbishment, roofs, windows/doors, kitchen and bathrooms, fire safety, environmental, and associated works.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 04-Sep-2025 and 31-Mar-2026	Contract uplift for voids work programme to Haringey Community Benefit Society and Private Sector Lease Properties	Proposed uplift to previously agreed contract to deliver voids work to Haringey Community Benefit Society and Private Sector Lease Properties	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 04-Sep-2025 and 31-Mar-2026	Security Contract	Report is to seek approval to go to extend the current contract by 12 months whilst a full tender process is being reviewing .	KEY	Cabinet Member Signing	Cabinet Member for Finance & Corporate Services Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 04-Sep-2025 and 31-Mar-2026	The revision of annual parking permit fees for the Car Club Scheme in Haringey, following feedback from the primary operator (ZipCar) and a reassessment of benchmarking data used to inform the January 2025 Cabinet decision.	This decision revises the annual parking permit fees for Haringey's Car Club Scheme following statutory consultation and operator feedback. The updated fee structure aims to ensure financial sustainability, maintain service coverage, and align with market conditions, supporting the Council's transport and environmental objectives.	KEY	Cabinet Member Signing	Cabinet Member for Climate Action, Environment & Transport Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Public
Between 04-Sep-2025 and 20-Mar-2026	To extend existing contracts for the delivery of fire safety works resulting from fire risk assessments.	Extension of contracts for the delivery of fire safety works.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 01-Nov-2025 and 31-Mar-2026	Direct Award for Voids Works to Haringey Community Benefit Society and Private Sector Lease Properties	interim Direct Award to cover essential voids repairs on HCBS and PSL properties	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 01-Nov-2025 and 31-Mar-2026	Haringey Council Feedback Policy (Update to existing policy)	Approval to implement changes to Haringey's Feedback Policy in line with recommendations made by the Housing Ombudsman.	KEY	Cabinet Member Signing	Cabinet Member for Resident Services & Tackling Inequality Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Public
Between 06-Nov-2025 and 31-Mar-2026	Approval to commence Procurement: Hornsey Library Roof Condition Works	Report requesting permission to commence procurement for Hornsey Library Roof Condition Works project.	KEY	Cabinet Member Signing	Cabinet Member for Culture and Leisure Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
Between 06-Nov-2025 and 31-Mar-2026	Dawlish & Scales Road, N17 - Approval of housing construction contract	Appoint contractor to deliver two new home both for social housing including one adaptable. Dawlish and Scales Road N17	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 06-Nov-2025 and 31-Mar-2026	To award a new asbestos contract and appoint a UKAS accredited asbestos contractor for a period of four years	To seek the services of a UKAS accredited asbestos services contractor to undertake surveys, bulk sampling and air monitoring in accordance with the Control of Asbestos Regulations to residential buildings managed by the Council.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 04-Dec-2025 and 31-Mar-2026	Procurement of Enforcement Agency services via the YPO Framework	This report (pursuant to Contract Standing Order CSO 2.01(b), seeks: Cabinet approval to enter into a procurement and subsequently contract for two years (no option to extend further) for the execution of Warrants of Control prepared by the Council in relation to parking and traffic Penalty Charge Notices (PCNs).	KEY	Cabinet Member Signing	Cabinet Member for Resident Services & Tackling Inequality Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 04-Dec-2025 and 31-Mar-2026	School Streets - 2024/2025	Following Stage A (informal) consultation on 8 proposed School Streets, consider feedback and decide whether to progress to Stage B (statutory) consultation	KEY	Cabinet Member Signing	Cabinet Member for Climate Action, Environment & Transport Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Public

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Between 04-Dec-2025 and 31-Mar-2026	Selby Urban Village - procurement strategy for heat supply arrangements	Agreement of the procurement strategy for the contract for the supply of heat to residential and commercial premises at the Selby Urban Village, from a third party heat supplier.	KEY	Cabinet Member Signing	Cabinet Member for Placemaking & Local Economy Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
Between 04-Dec-2025 and 31-Mar-2026	To extend existing contract for the delivery of communal heating and ventilation only	Extension of contract for the delivery of communal Heating & Ventilation Contract for council homes including sheltered housing. The extension allows for us to procure a new contract.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 06-Jan-2026 and 31-Mar-2026	Award of Housing Asset Management Partnering Contracts	This is for Final Sign Off of the Contract Award for the four Partnering Contracts following completion of Section 20 Consultation. The Contract Award was originally approved by Cabinet in June 2025 and the updated contract award was approved by the Cabinet Member for Housing in October 2025	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 06-Jan-2026 and 30-Apr-2026	Contract for the provision of Information, Advice and Guidance Service Extension	Request to extend the Haringey Advice Partnership contract from 1 April 2026. The service delivers Information, Advice, and Guidance (IAG) to residents across Haringey, with a focus on tenancy sustainment, income maximisation, and debt advice. The provision aims to improve access to essential advice and support, tackle health inequalities, and promote independence.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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Between 06-Jan-2026 and 31-Mar-2026	Corporate Write Off and Write Back Policy	A new policy to address the write off processes and provide a formal approach to write back credits - with decision gates reduced but improving supporting evidence.	KEY	Cabinet Member Signing	Cabinet Member for Resident Services & Tackling Inequality Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 06-Jan-2026 and 31-Mar-2026	Extension of the contract for the provision of environmental enforcement services	To seek approval to enact the 12 month extension of the existing environmental enforcement services contract with Kingdom Services Group Ltd	KEY	Cabinet Member Signing	Cabinet Member for Resident Services & Tackling Inequality Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 06-Jan-2026 and 31-Mar-2026	Repurpose Customer Services Space for Homelessness Prevention Hub	Report seeks to repurpose the customer services spaces at Tottenham Green / Marcus Garvey into homelessness prevention hub	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
Between 06-Jan-2026 and 31-Mar-2026	Substance Misuse Treatment and Residential Rehab Procurement	Approval to award contract for the provision of Substance Misuse Residential Rehabilitation Framework for four years to allow the Council to fulfil its responsibility to commission effective substance misuse treatment including residential rehab services.	KEY	Cabinet Member Signing	Cabinet Member for Health, Social Care & Wellbeing Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 06-Jan-2026 and 31-Mar-2026	Supported Accommodation - licence fee and services charges	Setting the licence fee and services charges for supported accommodation	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public

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Between 19-Jan-2026 and 31-Jan-2026	Schools Block Funding Model Strategy for 2026-27	To provide the results of the 2026-27 Haringey primary and secondary schools DSG funding formula consultation and recommendations to set the distribution of the 2026-27 Schools block DSG for devolved school budgets.	KEY	Cabinet Member Signing	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Public
20-Jan-2026	Acquisition of 12 Council homes at 67 Lawrence Road, London N15 4GL	Acquisition of 12 Council homes at 67 Lawrence Road, London N15 4GL	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
20-Jan-2026	Adopting an updated Damp and Mould Policy	Considering an updated policy for adoption across the Council's landlord services following Awaab's Law coming into force.	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public
20-Jan-2026	Approval of Haringey Library Strategy 2026-30	Agreement to adopt the 5 year Haringey Library Strategy, its vision and priorities.	KEY	Cabinet	Cabinet Member for Culture and Leisure Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Public

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20-Jan-2026	Single Use Plastics Policy and Action Plan	Haringey's last SUP policy ran from 2020 – 2022 and successfully delivered a wide range of plastic reduction initiatives including the introduction of water fountains for refillable bottles and recyclable drink cups in Council offices. This policy update supports Theme 2 of the Corporate Delivery Plan - Responding to the climate emergency, and Objective C4 of the Haringey Climate Change Action plan - To increase awareness and empower staff to take positive carbon reduction decisions.	KEY	Cabinet	Cabinet Member for Climate Action, Environment & Transport Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Public
Between 01-Feb-2026 and 30-Apr-2026	Coleridge Primary School - Condition Works - Award of Construction Works Contract.	The roof covering on the west site (Juniors) is end of life with visible sign of water ingress. Following stage one permission to go out to tender in November 2025, this seeks stage two approval to award a construction works contract.	KEY	Cabinet Member Signing	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 01-Feb-2026 and 30-Apr-2026	Haringey Council Audio Visual Supply, Installation, Configuration & Support Contract	Key decision for Haringey Councils Audio Visual requirements including supply, installation, configuration & support.	KEY	Cabinet Member Signing	Cabinet Member for Finance & Corporate Services Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 01-Feb-2026 and 30-Apr-2026	Tiverton Road - Award of Construction Contract	This report seeks approval to appoint the recommended winning bidder to complete a new build development comprising 17 council homes with associated refuse stores, cycle stores, amenity space and landscaping on the site Tiverton Road N17	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 05-Feb-2026 and 30-Apr-2026	Approval of the Procurement of Integrated Drug and Alcohol Treatment Services	The council is responsible for the commissioning of effective substance misuse treatment services; the current contracts are due to end and the commissioner is requesting permission to go to procurement.	KEY	Cabinet Member Signing	Cabinet Member for Health, Social Care & Wellbeing Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 05-Feb-2026 and 31-May-2026	Approval to enter into the Inter Authority Agreement (IAA) to join the contract for the pan- London online sexual health services	Recommendation that the Council enters into the Inter Authority Agreement (IAA) to join the new Pan London Online Sexual Health contract as part of the transformation of sexual health services across London	KEY	Cabinet Member Signing	Cabinet Member for Health, Social Care & Wellbeing Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public
Between 05-Feb-2026 and 31-May-2026	Approval to Procure Contractor for Henrietta House and Carlton Lodge	This report seeks formal approval to procure a contractor to carry out urgent structural works to Henrietta House and Carlton Lodge.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 05-Feb-2026 and 30-Apr-2026	Archway Road, N6 - Award of construction contract	This report seeks approval to appoint the recommended winning contractor to complete a new build development comprising 16 council homes with associated refuse stores, cycle stores, service space, amenity space and landscaping on the site at 505-511 Archway Road, N6 4HX - and to appropriate the land to facilitate the development process.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt
Between 05-Feb-2026 and 31-May-2026	Award of Contract for Provision of Operational Vehicles	Approval to award a contract for the provision of operational vehicles and fleet management services to Northgate Vehicle Hire Ltd under the Pretium Total Fleet Solutions Framework for an initial period of 12 months with an option to extend for a further 12 months.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 05-Feb-2026 and 30-Apr-2026	Award of contract for the acquisition of Fixtures, Fittings and Equipment (FF&E) for the Civic Centre	Award of contract for the acquisition of Fixtures, Fittings and Equipment (FF&E) for the Civic Centre.	KEY	Cabinet Member Signing	Cabinet Member for Placemaking & Local Economy Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 05-Feb-2026 and 31-May-2026	Award of framework contract for Salary Sacrifice employee vehicles.	Approval to enter into a framework contract to enable employees to purchase vehicles through salary sacrifice.	KEY	Cabinet Member Signing	Cabinet Member for Finance & Corporate Services Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Public
Between 05-Feb-2026 and 30-Apr-2026	Crowland Primary School - Condition Works - Permission to initiate tender action for a Construction Works Contract.	In line with procurement rules, this report seeks a stage one approval to go out to tender for a construction works contractor to deliver works at Crowland Primary School. A Feasibility Study identified works to the building fabric. A further forward plan notice will be published for the construction contract award.	KEY	Cabinet Member Signing	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 05-Feb-2026 and 30-Apr-2026	Earlsmead Primary School - Condition Works - Permission to initiate tender action for a Construction Works Contract.	In line with procurement rules, this report seeks a stage one approval to go out to tender for a construction works contractor to deliver works at Earlsmead Primary School. A Feasibility Study identified fabric, mechanical & electrical remedial works required. A further forward plan notice will be published for the construction contract award.	KEY	Cabinet Member Signing	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 05-Feb-2026 and 31-May-2026	Haringey Local suppliers Catering Framework and Concession for the Welcome café in the Civic Centre.	Framework to procure catering operators from which the council can select café operator concessions for council owned assets when opportunities arise for a period of 4 years and to award a concession for the Welcome café in the Civic Centre from that framework.	KEY	Cabinet Member Signing	Cabinet Member for Placemaking & Local Economy Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 05-Feb-2026 and 31-Mar-2026	Homes for Haringey - approval of new Auditors	In accordance with the requirements of the Members Agreement of Homes for Haringey ("HfH") this reports seeks consent from the Council (as owner of the company) for Homes for Haringey to appoint new auditors .	KEY	Cabinet Member Signing	Leader of the Council Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 05-Feb-2026 and 30-Apr-2026	Kings Road Car Park N17 - award of construction contract	This report seeks approval to appoint the recommended contractor to deliver a new-build development of nine council homes on the site known as Land Rear of St James Place, Kings Road Car Park (N17), and to appropriate the land to enable the development process.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 05-Feb-2026 and 30-Apr-2026	Lift Maintenance Contract - approval for one year extension	Approval request to engage the second of two one - year extensions on the passenger lift contract from 1st of April 2026 until 31st of March 2027 and vary the contract value.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
Between 05-Feb-2026 and 30-Apr-2026	Mulberry Primary School - Condition Works - Permission to initiate tender action for a Construction Works Contract.	In line with procurement rules, this report seeks a stage one approval to go out to tender for a construction works contractor to deliver works at Mulberry Primary School. A Feasibility Study identified fabric, mechanical & electrical remedial works required. A further forward plan notice will be published for the construction contract award.	KEY	Cabinet Member Signing	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 05-Feb-2026 and 31-May-2026	New Build Aids and Adaptation Works	This report seeks approval to tender works to contractor for the delivery of internal aids and adaptation retropective works to 50 flats across five sites - Nilgün Canver N22, Rowan Court N15, Walter Tull House N17, Hale Wharf N17 and Aaron Gayle Court N22.	KEY	Cabinet Member Signing	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 05-Feb-2026 and 30-Apr-2026	Request to grant permission to accept funding through the Family Hubs and Start for Life grant and Variation and extension of the Contract for the provision of Parent Infant Psychology Service	<p>Haringey council has been successful in securing external funding estimated to be £1.3m from the Department of Education and Department of Health and Social Care to implement the Family Hubs Programme in Haringey. Additionally, 35% of the grant allocation should be spent on parenting infant relationship and perinatal mental health services. Therefore we wish to also seek approval to vary the terms of the contract for Parent Infant Psychology Service provision, which is delivered by Whittington Health NHS Trust and extend for further period of 12 months at cost of £265,955. The total aggregate value of the contract will be £757,865 including proposed variation/extension.</p>	KEY	Cabinet Member Signing	<p>Cabinet Member for Children, Schools & Families</p> <p>Corporate Director of Children's Services (Statutory DCS)</p>	Report of the Corporate Director of Children's Services (Statutory DCS)	<p>Part exempt</p> <p>Paragraph 3</p> <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>

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Between 05-Feb-2026 and 31-May-2026	Selby Urban Village – award of main works contract for the construction of Selby Urban Village and next steps.	Approval to award a main works contract for the Selby Urban Village Project, including the necessary appropriations to deliver the works, and the necessary budgets and funding decisions required to progress.	KEY	Cabinet Member Signing	Cabinet Member for Placemaking & Local Economy Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 05-Feb-2026 and 30-Apr-2026	Variation to Provision of Unified Digital Engagement Platform	To approve a variation to the award of the contract to Netcall Technology Ltd for the provision of a unified digital engagement platform to replace the council's existing Cisco telephony and Granicus systems.??	KEY	Cabinet Member Signing	Cabinet Member for Finance & Corporate Services Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Public
10-Feb-2026	100 Woodside Avenue, N10- Sales strategy and updated total scheme costs	To authorise the sales strategy for 9 private homes for sale on the open market, to approve the terms and conditions of sale and the updated total scheme costs	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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10-Feb-2026	Admission to Schools - Determined Admission Arrangements for 2027/28	Following public consultation held between November 2025 and January 2026, Cabinet is asked to determine the admission arrangements for admission to community nursery, primary, junior and secondary schools and to St Aidan's Voluntary Controlled school and for sixth form admission for the year 2027/28.	KEY	Cabinet	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Public
10-Feb-2026	Adoption of the Capital Strategy 2026-2036	This Cabinet report will recommend the adoption of the proposed Capital Strategy, in accordance with the CIPFA Prudential Code for Capital Finance in Local Authorities, for approval by Full Council on 16 March 2026.	KEY	Cabinet	Cabinet Member for Finance & Corporate Services Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Public

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10-Feb-2026	Approval for an Application for Secretary of State consent to enable leases of over 7 years to the Haringey Community Benefit Society	Approval for an application for Secretary of State consent to dispose of land or property under section 32 or 43 of the Housing Act 1985 or Section 25 Local Government Act 1988. This is to enable the council to issue leases over 7 years to the HCBS. This cabinet report will recommend adoption of proposals to Full Council in line with legislation and the terms of reference of full council (16 March 2026 Full Council)	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
10-Feb-2026	Approval of next steps for Wood Green Station Road sites	This sets out the Council's long-term aspirations for the redevelopment of the Station Road Sites. It seeks approval to appoint a multi-disciplinary team to develop and submit a hybrid planning application for the Station Road sites and incorporate part of the Western End of the site into the Housing Delivery Programme.	KEY	Cabinet	Cabinet Member for Placemaking & Local Economy Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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10-Feb-2026	Approval of the Voluntary and Community Sector Action Plan	The VCS Action Plan will provide the strategic framework for the council's future engagement with and support for the sector. The Action Plan is shaped by the priorities identified through Haringey Community Collaborative.	KEY	Cabinet	Cabinet Member for Communities Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Public
10-Feb-2026	Approval to tender valuation and survey services relating to the acquisitions programme	Approval to commence a tender process for the selection of a consultant to provide valuation and building survey services support to the delivery of the acquisition programme	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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10-Feb-2026	Budget 2026/2027 and Medium Term Financial Strategy 2030/2031	Following public consultation and Scrutiny Review, this report will set out the details of the proposed budget for 2026-27 and MTFS through to 2030-31, including savings, budget proposals and capital proposals. The report sets out details of funding for 2026/27 and, if available, the remainder of the planning period and highlight areas of risk. The report includes the Treasury Management Strategy Statement and will be for onward approval by Full Council on the 2nd of March when it will include the details of the council tax resolution.	KEY	Cabinet	Cabinet Member for Finance & Corporate Services Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Public

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10-Feb-2026	Contract for the delivery of a voids work programme to Haringey Community Benefit Society (HCBS) and Private Sector Let (PSL) properties	Proposed contract to deliver a long term programme of works to HCBS and PSL properties.	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
10-Feb-2026	Down Lane Park - Phase 2a: Community Hub - Permission to initiate tender action for a Construction Works Contract	Approval to go out to tender for a construction works contractor to deliver a new community Hub, community gardens and parks depot in Down Lane Park.	KEY	Cabinet	Cabinet Member for Placemaking & Local Economy Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
10-Feb-2026	Haringey's Toilet Strategy and Action Plan, 2025-30	This is a new toilet strategy for Haringey which sets out how the council and partners can improve access to clean and inclusive toilet facilities across the borough.	KEY	Cabinet	Cabinet Member for Health, Social Care & Wellbeing Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public

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10-Feb-2026	High Road West - Next Steps	Approval to procure a contractor to deliver High Road West Phase 1A, and approval to acquire new-build homes in the local area. These recommendations will support the rehousing of Love Lane Estate residents.	KEY	Cabinet	Cabinet Member for Placemaking & Local Economy Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
10-Feb-2026	Housing Revenue Account Business Plan 2026/27	Following Scrutiny, this report will set out the proposed HRA Business Plan and draft revenue and capital budget for 2026/27, including proposed rent and service charges. Cabinet will be asked to recommend to full Council for approval.	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Public
10-Feb-2026	Policy Update on Schools in Financial Difficulty	We have updated the policy for schools in financial difficulty to strengthen spending controls. Any expenditure over £25,000 will now require prior approval from the Local Authority. This includes changes to staffing structures, new contracts, or any other commitments exceeding the £25,000 threshold	KEY	Cabinet	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Public

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10-Feb-2026	Pride in Place Funding	The report will seek approval to drawdown and spend Pride in Place Funding.	KEY	Cabinet	Cabinet Member for Placemaking & Local Economy Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 05-Feb-2026 and 30-Apr-2026	Provision of internal audit services	To approve the award of the contract for the provision of internal audit services.	KEY	Cabinet Member Signing	Cabinet Member for Finance & Corporate Services Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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10-Feb-2026	Woodridings Court N22 - New Build - Award of construction contract	This report seeks approval to appoint the recommended winning contractor to complete a new build development comprising 33 council homes on the undercroft car park and podium to the rear of the existing building at Woodridings Court N22. Associated works include new lifts for existing and new, improvements to existing communal front entrance door and internal communal corridors as well as associated amenity. The works will also include the reconfiguration and enhancement of existing amenity.	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
10-Mar-2026	2025/26 Finance Update Quarter 3	This report will provide an update on the Quarter 3 budget monitoring and Council's financial position. It will seek approval for any changes to the Council's revenue or capital budgets required to respond to the changing financial scenario and the delivery of the MTFS.	KEY	Cabinet	Cabinet Member for Finance and Local Investment Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Public

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10-Mar-2026	Adoption of a Digital Inclusion Policy	The report outlines the strategic priorities for implementing a digital inclusion policy and roadmap to support the objective of bridging the digital divide in Haringey. It seeks Cabinet's approval of the strategy and endorsement of the proposed action plan.	KEY	Cabinet	Cabinet Member for Finance & Corporate Services Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
10-Mar-2026	Approval of a draft Older People's Housing Strategy for consultation	Cabinet will be asked to approve the draft of the 2026-2041 Older People's Housing Strategy for formal consultation	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public
10-Mar-2026	Approval to consult on a new Sheltered Housing Allocations Policy	This report seeks to gain approval to consult on a new Sheltered Housing Allocations Policy	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public

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10-Mar-2026	Award two Heating Contracts to successful bidder.	The contracts will run from 2026 to 2032 and covering installation, repairs, servicing and maintenance	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
10-Mar-2026	Downsizing Policy	A policy setting out the council's approach to supporting social housing tenants who wish to move to a smaller home	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public

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10-Mar-2026	Funding Acceptance from Ministry of Housing, Communities and Local Government (MHCLG)	Request approval to accept funding allocations from the Ministry of Housing, Communities and Local Government (MHCLG) for the 2025/26 financial year. Some grants will be received by the North London Housing Partnership (Islington Council) and distributed across the subregion in line with agreed allocations. Funding will support homelessness prevention, rough sleeping initiatives, and related housing support programmes.	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public
10-Mar-2026	Procurement request for Responsive Repairs Sub-contracts	Request to go out to tender to appoint subcontractors to support Haringey Repairs Service.	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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10-Mar-2026	Recycling and Waste Collection, Street Cleansing and Ancillary Services Contract Award	Approval to award the new recycling, waste, street cleansing and ancillary services contract commencing April 2027	KEY	Cabinet	Cabinet Member for Resident Services & Tackling Inequality Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
10-Mar-2026	To go to market and tender new communal heating and ventilation contract	Go out to market and open tender for new communal Heating and ventilation contract - for council homes including sheltered housing	KEY	Cabinet	Cabinet Member for Housing & Planning (Deputy Leader) Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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10-Mar-2026	Variation to agreement to dispose of land on the corner of Coburg Road and Western Road, Wood Green	In 2017, Cabinet resolved to dispose of the Freehold site to St. William Homes LLP. In the intervening period, the proposed development has changed and amendment to the Development Agreement is now required to reflect this.	KEY	Cabinet	Cabinet Member for Placemaking & Local Economy Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 01-Jun-2026 and 31-Oct-2026	Crowland Primary School - Condition Works - Award of Construction Works Contract.	Key elements of the building fabric requires improvement. Following stage one permission to go out to tender, this seeks stage two approval to award a construction works contract.	KEY	Cabinet Member Signing	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 01-Jul-2026 and 31-Oct-2026	Earlsmead Primary School - Condition Works - Award of Construction Works Contract.	Key elements of the building fabric requires improvement. Following stage one permission to go out to tender, this seeks stage two approval to award a construction works contract.	KEY	Cabinet Member Signing	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 01-Jul-2026 and 31-Oct-2026	Mulberry Primary School - Condition Works - Award of Construction Works Contract.	Key elements of the building fabric requires improvement. Following stage one permission to go out to tender, this seeks stage two approval to award a construction works contract.	KEY	Cabinet Member Signing	Cabinet Member for Children, Schools & Families Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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