NOTICE OF MEETING

AGENDA FOR THE CABINET

Woodside Room, George Meehan House, N22 8JZ on Tuesday, 14th July, 2026, 6.30 pm - George Meehan House, 294 High Road, Wood Green, N22 8JZ.

Watch the [meeting live](), or view all of our meetings on [Youtube]()

Members of the public are welcome to attend this meeting. If you wish to speak at the meeting please register by emailing the Democratic Services Officer. Contact details can be found at the end of the agenda front sheet.

Elected Members: Mark Blake (Chair), Tammy Hymas (Vice-Chair), Gio Iozzi, Tehseen Khan, Jo Kuper, Georgia Twigg, Johann Beckford, Ata Berk Aksit, Dixie-Ann Joseph and Erin Wolson

Quorum: 3

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 15 below. New items of exempt business will be dealt with at Item 20 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. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at Item x: Exclusion of the Press and Public. No representations with regard to these have been received.

This is the formal five clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

6. MINUTES (PAGES 1 - 8)

To confirm and sign the minutes of the meeting held on 30 June 2026 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

For Cabinet to note (if any).

9. 2025/26 PROVISIONAL BUDGET OUTTURN (PAGES 9 - 144)

Report of the Corporate Director of Finance and Resources. To be presented by the Cabinet Member for Finance.

10. ENTERPRISE RESOURCE PLANNING PROGRAMME - PHASE 2 (PAGES 145 - 162)

Report of the Corporate Director of Finance and Resources. To be presented by the Cabinet Member for Finance and Corporate

11. ALL VOID WORKS PROCUREMENT (PAGES 163 - 178)

Report of the Corporate Director of Adults, Housing and Health. To be presented by the Cabinet Member for Housing.

12. REPORT FOR APPROVAL OF THE CONTRACT FOR PHASE 1(A) OF THE HIGH ROAD WEST SCHEME, DEMOLITION OF 2-32 WHITEHALL STREET, AND THE MANAGEMENT PLAN FOR THE LOVE LANE ESTATE. (PAGES 179 - 212)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Housing.

13. MINUTES OF OTHER BODIES (PAGES 213 - 214)

To note the minutes of the following:

Cabinet Member Signing

11 Jun 2026 11.30 am - Veolia Waste Contract award for 2027 for Housing Estates

14. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 215 - 218)

To note the delegated decisions taken by Directors.

15. NEW ITEMS OF URGENT BUSINESS

As per item 3.

16. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Committees Manager

Items 17,18, and 19 allow for consideration of exempt information in relation to items 10, 11 and 12.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 17, 18, 19 and 20 contain exempt information as defined under paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

17. EXEMPT: ENTERPRISE RESOURCE PLANNING PROGRAMME - PHASE 2 (PAGES 219 - 250)

Relating to item 10.

18. EXEMPT: ALL VOID WORKS PROCUREMENT (PAGES 251 - 256)

Relating to item 11.

19. EXEMPT: REPORT FOR APPROVAL OF THE CONTRACT FOR PHASE 1(A) OF THE HIGH ROAD WEST SCHEME, DEMOLITION OF 2-32 WHITEHALL STREET, AND THE MANAGEMENT PLAN FOR THE LOVE LANE ESTATE. (PAGES 257 - 346)

Relating to item 12.

20. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per item 3.

Democratic Services Contact: Richard Plummer, Committees Manager
Telephone: 020 8489 4319
Email: richard.plummer@haringey.gov.uk

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

Monday, 06 July 2026

Public Questions
Any resident, council tax payer or national non domestic rate payer of the Borough may ask the Chair of any Committee or its sub bodies any question on anything for which the Committee is responsible at any ordinary meeting. Notice of questions must be given in writing to the Democratic Services Manager by 10 a.m. on such day as shall leave three clear days before the meeting (e.g. Tuesday for a meeting on the following Monday). The notice must give the name and address of the sender. Should a question be rejected, the questioner will receive a written response advising of this, including the reasons for the rejection.

Deputations
A deputation may only be received by a Committee or its sub bodies if a requisition signed by not less than ten residents of the Borough, stating the object of the deputation, is received by the Democratic Services Manager not later than 10am to leave three clear days prior to the Committee meeting.

Accessibility Requirements
If you would like to attend and you have any special requirements, please email Richard Plummer, Committees Manager at richard.plummer@haringey.gov.uk. Please note that public seating is limited and will be allocated on a first come first served basis.

Advice To Members On Declaring Interests
Information on declaring an interest is set out in the Council's Constitution in Part 5 Section A. However, you may need to obtain specific advice on whether you have an interest in a particular matter.
If you need advice, you can contact:
• Monitoring Officer
• the Legal Adviser to the Committee; or
• Democratic Services.
If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

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MINUTES OF THE Cabinet HELD ON Tuesday, 30th June, 2026, 6.30 - 6.58 pm

PRESENT:

Councillors: Mark Blake (Chair), Tammy Hymas, Gio Iozzi, Tehseen Khan, Georgia Twigg, Johann Beckford and Dixie-Ann Joseph

ALSO ATTENDING:

Councillors: Hannah Ward, Ibrahim Ali

1. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

2. APOLOGIES

Apologies were received from Councillors Aksit, Kuper and Wolson.

3. URGENT BUSINESS

There was none.

4. DECLARATIONS OF INTEREST

There were none.

5. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

There were none.

6. MINUTES

The minutes of the meeting, held 10 March 2026, were discussed.

RESOLVED:

The minutes of the meeting, held 10 March 2026, were agreed as a true and accurate record of proceedings.

7. DEPUTATIONS/PETITIONS/QUESTIONS

There were none.

8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

There were none.

9. PRE-TENDER APPROVAL TO COMMENCE PROCUREMENT FOR HOUSING-RELATED SUPPORT – SINGLE ADULTS COMPLEX NEEDS SUPPORTED HOUSING

The report was introduced by the Cabinet Member for Housing.

It was explained that ending homelessness was central to the mission of the administration and that the aim was for everyone in the borough to have access to a home that was safe and suitable for their needs. It was stressed that this objective could only be achieved by placing people with lived experience of homelessness at the centre of the design and delivery of local homelessness services. Like many London boroughs, Haringey experienced the effects of a number of ongoing challenges, including housing pressures, rising living costs and low pay. These factors were compounded by reductions in public spending over successive years. It was explained by the Cabinet member that the reduction in public services was associated with increased levels of mental ill-health and homelessness both locally and nationally. More than one in ten people in Haringey had been diagnosed with depression, and almost 5,000 residents were recorded as having a serious mental illness, representing 1.4% of the borough's population and a rate higher than the London and national averages.

The Cabinet Member noted that, despite these challenges, Haringey's homelessness initiatives continued to deliver positive outcomes. The Council's street homelessness hub at Mulberry Junction worked alongside a network of voluntary sector organisations, contributing to progress in reducing rough sleeping. Housing-related supported accommodation formed part of the support available to residents seeking greater stability and independence. Alongside social housing, these services provided care and support for residents with complex needs, including mental health conditions. The Council sought to build on existing services and support more residents to live independently.

It was noted that the Council held contracts with specialist organisations to provide support services for people with complex needs, with these contracts due to be retendered from summer 2026. Plans were developed to change the way supported housing was provided for residents with lower-level needs by transitioning these contracts to supported exempt accommodation and a social enterprise model. This approach enabled a greater proportion of costs to be met through housing benefit funding from central government rather than council resources. It was intended to support investment in other housing and support services across the borough. As part of this commissioning process, the council committed to retaining specialist provision for LGBTQ+ communities and women, recognising that some residents had needs that were best met through dedicated services.

The Cabinet member for Housing stressed that there was a shared commitment to reducing homelessness. These services played an important role in supporting residents towards recovery, stability and independence, and efforts continued to strengthen provision for as many residents as possible.

Following questions from Councillors Twigg, Ward and Ali the following information was shared:

- It was explained that generalised provision didn't always reach vulnerable groups, such as LGBTQ+ and women effected by violence. It was explained that the Council was seeking to provide specific support for vulnerable groups as part of this provision. It was stressed that the Council commission "by and for" organisations to deliver both LGBTQ+ and women's supported accommodation, and stressed that it was the Council's commitment to continue providing these dedicated services.

- It was explained by the Cabinet Member that residents with complex needs would be supported through the proposed scheme and that they would be in receipt of high-quality housing. It was noted that, by not providing such support, the Council would need to rely on temporary accommodation, which would be more unstable and less optimal, as well as contribute to poor mental health.

- It was explained that the Housing Benefit Team would undertake assessment to ensure eligibility for support. Officers explained that there was a differentiation between intensive housing management and support and intensive care support and supervision. It was noted that intensive and additional support would be commissioned separately.

- It was noted that supported accommodation was a model seen across a number of local authorities, such as Birmingham, and that these had seen success seen in these authorities,

- It was explained that a commissioned contract would be an expensive model, with large numbers of vacancies, and it was noted the proposed model was a more cost-effective and higher quality service. Officers noted that the Council was following best practice across the country, and that there was market appetite for the delivery of this model.

- It was noted that the Council would continue to undertake active market management which would ensure support for the contract. It was additionally noted that the Council would work with Registered Providers and regularly meet with these to ensure best practice. It was stressed that the Council needed to focus on the quality of provision and needed to ensure that these services were adequately funded.

RESOLVED:

That Cabinet:

1. Approved, pursuant to Contract Standing Orders (CSO) 2.01(b), the commencement of a procurement process for the provision of HRS SACNP, as set out in Exempt Appendix 1, in accordance with the Council's Contract Standing Orders and procurement legislation.

2. Approved a funding envelope of up to £8,373,666 for the initial contract term of four years, inclusive of a 4% inflationary increase. It was noted that the maximum aggregate value of the contracts could be up to £24,420,706 if all extension periods were exercised, with any extension beyond the initial term subject to separate approval in line with the Council's governance and financial regulations.

3. Approved that the service lots described in Exempt Appendix 1 formed the scope of the procurement, with contract durations and commencement dates as set out in the report.

4. Approved the development of a Supported Exempt Accommodation (SEA) and Social Enterprise model, with the Council working in partnership with supported housing providers and the voluntary and community sector to explore opportunities to deliver lower-intensity, accommodation-based support.

Reasons for decision

There was an ongoing and evidenced need for specialist housing-related support for single adults with multiple and intersecting needs, as outlined elsewhere in the report. Existing provision played an important role in preventing homelessness, supporting safe discharge from hospital and other institutions, and enabling residents to stabilise and sustain independent living. Approval to commence procurement was therefore required to ensure continuity of services and sufficient capacity to meet current and emerging need.

The procurement of these services supported the Council in meeting its statutory duties. The Homelessness Reduction Act 2017 set out statutory prevention duties, requiring earlier intervention and partnership working across public authorities to prevent homelessness. Section 117 of the Mental Health Act 1983 placed a joint duty on the Council and health bodies to provide appropriate aftercare for individuals discharged from mental health detention, supporting complex needs and reducing the risk of avoidable readmissions.
Commissioning sufficient supported accommodation enabled the Council to meet its statutory responsibilities in a planned and preventative way, reducing reliance on higher-cost Adult Social Care and Temporary Accommodation. Evidence indicated that this represented a more cost-effective approach, with Haringey's pricing at the lower end of regional benchmarks. Approval of the proposed funding envelope therefore supported statutory delivery while achieving value for money.

A long-term block contract model supported service stability and continuity. Longer contract durations enabled providers to take a more strategic approach to delivery, invest in workforce development, and embed consistent practice. This approach also

supported stronger relationships between residents and staff. Approval of the proposed service lots and contract structure enabled delivery of a consistent and cost-effective supported accommodation pathway.
The proposed transition of lower-level provision to a SEA and Social Enterprise model supported the development of a diverse and locally responsive offer, including specialist provision for groups requiring culturally competent support. The Council worked with partners to ensure that this provision was maintained and strengthened. The introduction of this model was not intended to reduce overall capacity but to maintain, and where possible expand, lower-support accommodation while improving outcomes and value for money.

The proposals aligned with the Council's Corporate Delivery Plan 2024–26, particularly the priorities relating to adults, health and welfare and homes for the future, supporting wellbeing, reducing inequalities and promoting safe and secure housing through partnership working.

Alternative options considered

Extending existing contracts was not considered viable, as one provider had formally notified the Council of its intention to withdraw from care and support services, with an agreed early termination date. The contract could not be extended beyond this point, and proceeding without procurement would have risked service disruption and displacement of residents.

Temporarily transferring contracts to alternative providers was considered but discounted due to operational and continuity risks. Short-term contracts were unlikely to attract sufficient market interest and would have increased the risk of service disruption, safeguarding concerns and inconsistent quality, while still requiring a full re-tender within a short timeframe.

Recommissioning all existing services without transitioning lower-level provision to the SEA model was also considered. While this would have maintained continuity, it was not regarded as the most effective or sustainable option, as it limited the Council's ability to prioritise higher-intensity support and develop a more flexible and outcomes-focused approach.

Not recommissioning the higher-support services was rejected due to the statutory, operational and financial risks involved. This option would have increased the risk of homelessness among vulnerable residents, placing additional pressure on Temporary Accommodation and Adult Social Care and undermining the Council's statutory duties.

Delivering the services in-house was not considered viable due to limited Council property assets and the scale of investment and specialist capacity required. While smaller services may be suitable for in-house delivery in some circumstances, this was not considered a practical or cost-effective model for the wider pathway.

10. ESTABLISHMENT OF THE CORPORATE PARENTING COMMITTEE AND APPOINTMENT OF CABINET MEMBERS TO COMMITTEES AND PARTNERSHIPS 2026/27 & CONFIRMATION OF THEIR TERMS OF REFERENCE

The Leader of the Council introduced the report.

It was explained that the Corporate Parenting Advisory Committee was responsible for overseeing the Council's role as corporate parent for children and young people in care. This responsibility was carried out by elected members and officers and was not widely understood by all residents.

It was explained that it's purpose was to ensure that children in care received appropriate support to maximise their health, educational and employment outcomes, to monitor the quality of care provided, and to help ensure that young people leaving care had sustainable arrangements in place for adulthood. The Corporate Parenting Advisory Committee was re-established, and I looked forward to taking an active role as Chair.

Th leader explained that the Community Safety Partnership played a key role in bringing together local agencies to improve outcomes for residents across a range of service areas. It also had an important role in supporting relationships between the police and the community and identifying learning to promote community cohesion.

RESOLVED:

That Cabinet:

1. Agreed to re-establish the Corporate Parenting Advisory Committee and noted the terms of reference for the advisory sub-committee, as set out in Appendix A.

2. Noted the Community Safety Partnership terms of reference, as set out in Appendix B.

3. Noted that the appointment of Members to the Corporate Parenting Advisory Committee and the Community Safety Partnership would be agreed by the Leader of the Council as a non-key decision.

Reasons for decision

The establishment of a Corporate Parenting Advisory Committee provided oversight of councillors' statutory role as corporate parents and supported the Council in meeting its duties to children in care and care leavers.
Appointments from Cabinet to the Community Safety Partnership were required to meet statutory obligations and to ensure appropriate strategic oversight and accountability for community safety matters.

Alternative options considered

The option of discontinuing the Corporate Parenting Advisory Committee was considered. This would have removed a formal forum for members and officers to meet regularly to consider the wellbeing of children in care and to monitor the Council's corporate parenting responsibilities. The Committee was distinct from the

Children and Young People's Scrutiny Panel, as it focused specifically on looked-after children and care leavers and reported directly to Cabinet.
The Community Safety Partnership was a statutory partnership body, and therefore the option of not appointing Cabinet Members to the Partnership was not available.

11. MINUTES OF OTHER BODIES

The minutes of other bodies were discussed.

RESOLVED:

The minutes of other bodies were noted.

12. SIGNIFICANT AND DELEGATED ACTIONS

The significant and delegated actions were discussed.

RESOLVED:

The significant and delegated actions were noted.

13. NEW ITEMS OF URGENT BUSINESS

There were none.

14. EXCLUSION OF THE PRESS AND PUBLIC

15. EXEMPT - PRE-TENDER APPROVAL TO COMMENCE PROCUREMENT FOR HOUSING-RELATED SUPPORT – SINGLE ADULTS COMPLEX NEEDS SUPPORTED HOUSING

The exempt information was discussed.

RESOLVED:

The exempt information was noted.

16. EXEMPT - MINUTES

The exempt minutes of the meeting, held 10 March 2026, were discussed.

RESOLVED:

The exempt minutes of the meeting, held 10 March 2026, were agreed as a true and accurate record of proceedings.

17. NEW ITEMS OF EXEMPT URGENT BUSINESS

There was none.

CHAIR: Councillor Mark Blake

Signed by Chair ………………………………..

Date …………………………………

Report for: **Cabinet 14 July 2026**

Title: **2025/26 Provisional Financial Outturn**

Item number: **9**

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

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

Ward(s) affected: **All**

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

1. Describe the issue under consideration

1.1 This report sets out the provisional outturn for 2025/26 for the General Fund, HRA, DSG and the Capital Programme compared to the original budget agreed by Council in March 2025. It provides explanations of significant under/overspends and also includes proposed transfers to/from reserves and the use of Exceptional Financial Support to enable a balanced budget. The report also includes the revenue and capital carry forward requests and any budget virements or adjustments that require Cabinet approval.

1.2 The provisional outturn report provides the opportunity to consider the overall financial performance of the authority at the end of March 2026 and make decisions on balances and carry forwards of unspent funds. It should be noted that these figures remain provisional until the conclusion of the statutory audit process on the accounts. The Council published its draft accounts by the statutory deadline of 30 June 2026, and External Audit completion is expected by 31st January 2027.

1.3 The Council has a requirement each year to protect its most vulnerable and in 2025/26, the Council spent £304m on delivering day to day services supporting 5,890 residents using adult social care services, 4,671 supported by children's social care, 2,725 supported in temporary accommodation and the range of more general services supporting the 264,300 residents across the borough. In addition, £123.1m was spent on capital investment, including the borough's roads and footways, schools, the environment, leisure and cultural facilities and the operational estate for the delivery of these services. In terms of tenants living in the Council's 16,469 social homes, £143.5m was spent on their day-to-day services in 2025/26 and £221.4m capital investment into new homes and major repairs on existing homes. This means **a total of £792m** was spent across the borough last year.

1.4 The 2025/26 budget was set with an assumed requirement for £37m exceptional financial support (EFS) from Government. The provisional outturn now presented confirms that £40.6m is required. This represents an improvement from the Quarter 3 forecast which suggested £54m of EFS would be required. The Council's General Fund reserve has been maintained at £15.2m, however, earmarked reserves remain at unsustainably low levels as set out in Section 9.

1.5 The spending and financial controls initially put in place towards the end of 2024/25 have continued and been extended during 2025/26. These measures include spend control on all non-essential spend over £1,000; tighter recruitment controls for both interim and permanent staff; reductions in number of purchase cards in use as well as reduced limits; and all key or delegated decisions over £25,000 are being reviewed by the Section 151 Officer to ensure that these relate to essential spend and budget is available. A cross-council Commissioning Panel has been established which reviews all proposed commissioning and procurement activity valued at over £160,000. These interventions are expected to deliver ongoing financial benefits in the new financial year and will continue alongside the Council's new Financial Resilience Plan which will be set out in full in the next iteration of the Medium Term Financial Strategy (MTFS) in the Autumn.

1.6 Although the key driver of the need for the EFS has been the demand for statutory services where costs have exceeded the available funding, it must be recognised that the Council has struggled over recent years to deliver agreed savings. Services have partially relied on fortuitous mitigations to dampen the impact of non-delivery. However these have generally been one-off in nature which significantly impacts the ability to operate within agreed budgets in subsequent years. This is one issue that has now been the subject of a Statutory Recommendation from KPMG, the council's appointed external auditor and the Council's response will be presented to Full Council on 20 July. Actions have already been taken by the corporate leadership team to set in motion enhanced governance to ensure that agreed savings both from prior years and new for 2026/27 are delivered as planned which includes not just the monitoring of financial savings but also the tracking of the changes required to deliver the savings.

1.7 As described in earlier monitoring reports, a forensic review of existing balances held within the unused grants and services reserves was undertaken in the Autumn. This work enabled £1.4m to be released at year end to help mitigate the overall position. The only General Fund budgets that were approved to be carried forward into future years were grants where agreement had been given by the awarding body to spend in 2026/27 or where a commitment was already in place to spend.

1.8 It is recognised that reliance on Exceptional Financial Support (EFS) is not a sustainable solution as it creates a revenue pressure from the required borrowing costs being incurred for twenty years – a burden to future council taxpayers. Therefore, it remains clear that continuing to deliver services in the way they are now and delivering a balanced budget in line with statutory requirements, may mean that not everything may be affordable. Work is already underway with the new administration to develop a revised Corporate Delivery Plan which will direct the strategic framework for spending decisions across the next 4 years. It is expected that the new Corporate Delivery Plan will be presented to and approved by Cabinet in October / November accompanied by a refreshed MTFS.

1.9 The 2025/26 unaudited accounts were published by the deadline of 30 June 2026 and the external audit by KPMG is planned to take place from July with the 31 January 2027 being the backstop date for completion of External Audit. KPMG will be presenting their 2025/26 Audit Plan and Value for Money risk assessment to Audit Committee on 23 July 2026.

2025/26 Provisional Outturn Position

General Fund (GF)

1.10 There has been an improvement of £19m since the Quarter 3 report but, as described above, the Council will still require £3.6m more EFS than planned when the budget was set in March 2025. Of the improvement since Quarter 3, £7m relates to the improvement in service budgets and £12m in the corporately held budgets. The largest positive movement is in Adult Social Care (-£6.5m) mainly driven by a reduction in the cost of care placements through market management resulting in smaller than budgeted increase in the price of care placements over the final quarter of the year. The actions within the Housing Demand programme drove the reduced spend (-£3.4m) on temporary accommodation including hotel exits and work to reduce both the cost of units and overall reliance on nightly purchased accommodation.

1.11 Concentrated efforts to correct historic accounting and processing errors helped to deliver an underspend in Housing Benefits of £1.9m while the £1m improvement in Children’s was a mixture of targeted interventions looking to avoid or delay spend.

1.12 These Service improvements of £7m have been offset by a £5.3m worsened position in Environment and Resident Experience caused mainly by forecast income not being realised in the last quarter.

1.13 Of the £12m improvement in the corporate position, £6m relates to unapplied corporate contingency at year end. This had been highlighted as a likely figure in the Quarter 3 report. The other key contributors are £4.4m saving against capital financing budgets predominately due to the change in Minimum Revenue Provision (MRP) policy last financial year. An underspend of £2.9m on Treasury budgets was due to lower interest costs of the capital programme not spending at the level planned for and over achievement of interest receipts from short term investments as interest rates remained high.

1.14 Work was undertaken during the year to analyse the parking debt and has resulted in a requirement for £11.2m additional bad debt provision. This is an increase of £1.3m from £9.9m forecast at Quarter 3 and results in a total bad debt provision on the balance sheet for parking bad debts of £49.8m.

1.15 The Council has reviewed its capitalisation policy which scrutinised spend previously assumed to be chargeable to capital expenditure. The outcome of this exercise was that £2.4m of spend remained as a cost in the General Fund as revenue expenditure. This cost pressure will continue into 2026/27 and potentially increase and a more detailed review is planned by Quarter 1 of 2026/27.

Dedicated Schools Grant (DSG

1.16 The final outturn for the Dedicated Schools Grant (DSG) was a deficit of £3.2m which is in line with the forecast reported across the year. The High Needs Block (HNB) ended with a deficit of £4.365m. The Safety Valve programme has now ended, and with the final payment made to the Council of £2.99m, leaves the cumulative deficit on the HNB at the end of March 2026 at £12.701m.

1.17 The SEND improvement programme, announced by Government along with the final 2026/27 local government finance settlement, is the replacement to the Safety Valve programme. The Council has already submitted the required SEND improvement plan which, if successful, will result in a HNB stability grant payment of £9.338m. This would reduce the cumulative deficit to £3.363m. Updates on this matter will be provided in future quarterly finance update reports.

Capital – General Fund

1.18 The final outturn position on the General Fund Capital Programme is £123.1m (62%) spend against a revised budget of £198.7m, an underspend of £75.6m. Proposed carry forward of unspent budget totals £55.3m as set out in Appendix 2.

1.19 The largest underspends were seen in Finance and Resources (£20.0m), Corporate (£950,000) and Culture, Strategy and Communities (£21.7m). The underspends were predominantly due to internally and externally driven delays coupled with allocation of additional resources late in the year not allowing time to get the spend in place.

1.20 Slippage in capital expenditure must be expected as these are generally complex, multifaceted projects and are programmed to run across multiple years. However, as most of the capital expenditure is funded from borrowing which costs must be budgeted for, there are cost implications for high levels of slippage on general fund revenue budgets. The Corporate Leadership Team will be reviewing options to reduce the capital programme given the current expensive cost of borrowing and shortage of materials which is pushing up tender process and also review business cases and evidence to improve the forecasting of spend so they are more reflective of the spend. This will be done in the first quarter of the new year and will be reported as part of the next update on the MTFS in Autumn 2026. This may result in some schemes being paused / stopped.

Housing Revenue Account (HRA)

1.21 The final HRA revenue outturn is an overspend of £4.3m, a deterioration of £6.09m since Quarter 3 when an underspend of £1.79m was reported. This has necessitated an unplanned draw down from the HRA reserve to cover this overspend which takes the reserve to £15.9m and which is below the £20m targeted figure.

1.22 The single largest contributor to the worsened position is under recovery of planned income due to higher than planned levels of void properties. The late receipt of agreed Greater London Authority grants required un-budgeted borrowing at a cost of £2.4m and the annual revaluation of council dwellings necessitated accounting for additional depreciation costs of £2.3m.

1.23 The HRA capital programme outturn was £221.4m (65%) against a revised budget of £341.6m an underspend of £120.2m. The main areas of underspend relate to Broadwater Farm, the Housing Delivery Programme and the Acquisitions Programme.

Schools

1.24 The accumulated net deficit position on maintained schools increased to £4.16m in 2025/26. This is an increased deficit of £1.53m since last year.

1.25 On 31st March 2026 there were 30 schools in accumulated deficit of £11.12m and 34 schools with an accumulated surplus of £6.96m (together resulting in a net deficit £4.16m). During the year three schools closed with accumulated deficits of £1.1m which has had to be accounted for in the council's revenue position. Two further school's transferred to an academy status in year, transferring their accumulated surplus of £0.1m to the academy.

1.26 Reflecting the fall in pupil numbers across the borough, the council will continue to support schools to address financial deficits in developing plans to bring schools back into surplus.

2. Cabinet Member Introduction

2.1. It is well known that the financial situation we have found Haringey Council in is a challenging one. The Council has been issued a statutory recommendation by its auditor with a clear instruction to prioritise improving the Council’s financial position by changing culture and delivering savings across directorates.

2.2. This year’s outturn shows that the Council required £40.6m of exceptional financial support from government. There is no denying that this is a huge figure. Every year we rely on EFS will mean a larger burden for Haringey taxpayers for decades to come.

2.3. But our reliance on EFS hasn’t come in a vacuum. We are seeing increasing numbers of councils dragged into this predicament, as service demands increase but central government funding remains insufficient. Let’s be crystal clear that the financial situation we find ourselves in is the result of a decade and a half of central government austerity and no governing party in the last sixteen years has recognised or addressed this fact in office.

2.4. Until a new funding settlement for local councils is found, this creeping financial malaise will continue to spread across more parts of the country.

2.5. The Council has spent £792m over the past year providing services to and supporting our residents, including 5,890 residents using adult social care services, 4,671 using children’s social care, and 2,725 in temporary accommodation.

2.6. Though the services we provide are critical and often life saving, like all councils we rely on procuring high cost services to fulfil resident needs, such as in adults’ and children’s social care. A further example is in how the broken housing market increases pressure on councils to provide temporary accommodation, one of our largest spend areas, at exorbitant rates. This administration is clear in calling these rigged markets.

2.7. While central government is the author of this situation, the publication of this outturn is an opportunity to reflect upon some of the decisions previous Haringey administrations have made, for example when they froze council tax for almost a decade and in doing so depleted the council’s reserves. It is clear that we won’t have the luxury of that kind of flexibility and we will need to work hard to find fair and progressive solutions to deliver services and meet resident needs.

2.8. We know that officers are working hard to find solutions within the Council’s control and we should thank them for the diligence they’ve clearly shown in the first few weeks of the new administration on this matter. We are committed to strong financial governance as a key part of delivering our policies and intend to see the outturn position improve over our time in office.

3. Recommendations

Cabinet is recommended to:

a) Note the provisional revenue and capital outturn for 2025/26 as detailed in the report and Appendices 1a-1f and Appendix 7;
b) Approve the capital carry forward requests as set out in Appendix 2;
c) Approve the transfers to/from reserves as set out in Appendix 3;
d) Approve the budget virements as set out in Appendix 4;
e) Note the debt write-offs approved by officers in Quarter 4 of 2025/26 as set out in Appendix 5;
f) Note the Finance Recovery Closure report (Appendix 6)

4. Reasons for decision

4.1. A strong financial management framework, including oversight by Members and senior management is an essential part of delivering the Council’s priorities and statutory duties.

4.2. It is necessary at year end to review the use of reserves and balances considering the financial position during the year and knowledge of the Council’s future position and requirements.

5. Alternative options considered

5.1 The Corporate Director of Finance and Resources, as Section 151 Officer, has a duty to consider and propose decisions in the best interests of the authority's finances and that best support the delivery of the agreed Corporate Delivery Plan outcomes whilst addressing the Council's financial sustainability.

5.2 This report by the Corporate Director of Finance and Resources has attempted to address these points. Therefore, no other options have been presented at this time.

6. Provisional Revenue Outturn 2025/26

6.1 Table 1 shows the provisional revenue outturn figures for 2025/26 by Directorate, including the impact of proposed movements to/from reserves on the final position and the movement from the outturn forecast at Quarter 3 (Period 9).

Table 1 – Revenue Budget Monitoring Provisional Outturn 2025/26

Management Area	Revised 2025/26 Budget	Final Outturn	Base Budget (over/under-spend)	Non Delivery of Savings	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Movement Between Q3 and Outturn variances
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Children's Services	78,762	80,666	1,227	676	1,903	2,937	(1,034)
AHC Director of Adult & Social Services	105,526	103,957	(2,115)	546	(1,569)	4,879	(6,448)
AHC Housing Demand	30,956	37,998	7,041	0	7,041	10,397	(3,356)
AHC Director of Public Health	0	(0)	(0)	0	(0)	0	(0)
Environment & Resident Experience	18,200	24,027	3,013	2,814	5,827	500	5,327
Environment & Resident Experience HB	1,829	(1,517)	(3,345)	0	(3,345)	(1,464)	(1,882)
Culture, Strategy & Engagement	13,219	13,901	446	236	682	469	213
Finance, Procurement and Audit	3,860	8,795	4,322	613	4,935	4,737	198
Directorate Service- Total	**252,353**	**267,827**	**10,589**	**4,885**	**15,474**	**22,455**	**(6,981)**
Capital Financing Charges	22,072	17,655	(4,417)	0	(4,417)	(2,034)	(2,383)
Contingency	6,049	0	(11,338)	5,289	(6,049)	0	(6,049)
Treasury Management Charges	17,571	14,615	(2,956)	0	(2,956)	(5,357)	2,401

Other Corporate Budgets (BAU)	35,480	44,512	9,032	0	9,032	7,644	1,389
Exceptional Finance Support	(37,020)	(40,587)	(3,567)		(3,567)	0	(3,567)
Corporate Budgets - Non Service Total	**44,152**	**36,195**	**(13,246)**	**5,289**	**(7,957)**	**253**	**(8,210)**
General Fund-Directorate Service & Non-Service	**296,505**	**304,022**	**(2,657)**	**10,174**	**7,517**	**22,708**	**(15,191)**
External Finance	(296,504)	(304,022)	(7,517)	0	(7,517)	(6,403)	(1,114)
General Revenue Total	**0**	**0**	**(10,174)**	**10,174**	**(0)**	**16,305**	**(16,306)**
DSG	(0)	3,232	3,232	0	3,232	3,218	14
HRA	0	4,296	4,296	0	4,296	(1,791)	6,087
Haringey Total	**0**	**7,528**	**(2,646)**	**10,174**	**7,528**	**17,732**	**(10,204)**

6.2 The overspend against service budgets at outturn is £15.5m. The Adults position improved by £6.5m mainly driven by a smaller than budgeted increase in the price of care placements over the final quarter of the year. There was also a positive improvement of £3.4m in the Housing demand overspend by outturn due to the positive outcomes being driven by the Housing Demand Programme which has been successful in moving people from costly hotels along with reduced reliance on costly nightly purchased accommodation. In Children's services a number of smaller, largely one-off benefits reduced the final overspend by £1m compared to the Quarter 3 position.

6.3 The reasons for the Finance and Resources final outturn was broadly in line with that reported at Quarter 3, although some worsening of the position. The single biggest pressure was seen in Strategic Property where the focussed work to review lease and rent agreements and dispose of assets in line the Disposals Strategy has meant reliance on agency staff and increased costs for valuations and expert advice. This work in year did result in £1m of rental income compared to the same period last year but also increased the write off of bad debts deemed not recoverable. This along with costs of legacy rent arrangements meant this service ended £3.7m over budget. Changes in capitalisation policy over the final quarter of the year impacted a number of services, including Finance Department. These pressures were partially offset by an improved position for Digital largely driven by contract savings and previously assumed costs for the SAP replacement programme now being funded from contingency.

6.4 The outturn for Environment & Resident Experience worsened by £5.3m on the forecast at Quarter 3. Key factors were a slowing of forecast income in highways related income; income shortfalls against events, parks and leisure services; and unplanned increase bad debt provision in relation to property held within the Directorate. However, there was an improvement in Housing Benefit resulting in a final underspend of £3.3m driven by concerted efforts to correct historic accounting and processing errors identified in 2024.

6.5 The corporate budgets, excluding EFS, ended the year with an underspend of £4.4m (£7.4m at Quarter 3). The final total increase for parking bad debts is £11.2m of which £9.9m was forecast in Quarter 3. Therefore, at outturn an additional £1.3m has been calculated as required. Other movements seen in the final quarter include £1.2m of unavoidable costs associated with the closure of 3 primary schools and a requirement for the Council to repay £620,500 to government in relation to COVID grants. To offset these pressures, interest on borrowing was less than budget due to delays in the capital spend and unapplied budgeted corporate contingencies of £6m were available at year end to reduce overall overspends.

6.6 More detailed commentary on these final positions across directorates, the reasons for any variations and any significant movements since the last report to Cabinet in March (Quarter 3) can be found in Appendices 1a-f.

Outturn 2025/26 Savings

6.7 Table 2 shows the overall delivery of agreed 2025/26 savings by Directorate. Overall, £19.12m (65%) has been delivered against the target figure which is in line with the forecast reported in Quarter 3. A further £5.8m was achieved via over or early delivery of savings in Environment and Resident Services. Corporate Directors have confirmed that the balance of £10.17m (the undelivered savings) will be delivered in full during the 2026/27 financial year.

Table 2 – 2025/26 MTFS Saving Delivery

Directorate	2025/26 FY Savings £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Projected Full Year Savings %	2025/26 Shortfall	2025/26 Additional Savings Delivery OVER TARGET £'000s
Adult Social Care	-3,963	-3,417	86%	-546	0
Housing Demand	-3,438	-3,438	100%	0	0
Public Health	-295	-295	100%	0	0
Children's Services	-3,065	-2,389	78%	-676	0
Environment and Resident Experience	-5,417	-2,603	48%	-2,814	-3,466
Environment and Resident Experience (CTRS)	-2,000	-2,000	100%	0	-2,360
Finance & Resources	-3,329	-2,716	82%	-613	0
Culture, Strategy and Communities	-1,791	-1,555	87%	-236	0
Chief Executive's Office	-250	-250	100%	0	
Cross Council	-5,749	-460	8%	-5,289	0
Total	**-29,297**	**-19,123**	**65%**	**-10,174**	**-5,826**

6.8 There will be even closer scrutiny of the overall savings programme during 2026/27 which will include monthly reporting to the Finance Recovery Board

(FRB) where targeted interventions will be put in place early in the year where savings look to be behind schedule and greater challenge on the delivery of the changes required to deliver the savings to monitor progress. Non-compliance with monthly updates of the corporate savings tracker will be reported to FRB.

6.9 Particular attention will be placed on the significant council wide savings programmes which are material in value; a senior responsible officer (SRO) has been identified from the Corporate Leadership Team (CLT) for each programme to drive through the required changes and unblock the barriers encountered to date.

Collection Fund – Council Tax & Business Rates

6.10. The Council has a statutory obligation to maintain a separate ring-fenced account for the collection of council tax and business rates. The Collection Fund is designed to be self-balancing and therefore an estimate of any accumulated surplus or deficit is made each year and factored into the following year's tax requirement. The actual benefit or burden of any in-year variance is received or borne by taxpayers in the following year.

Council Tax

6.11. The 2025/26 in year council tax collection performance was 93.19% (target 95.75%) which is down on the 2024/25 collection rate of 94.06% but in line with the in-year monitoring and other boroughs have seen a similar reduction. The Council tax surplus/deficit is distributed between the Council (77.8%) and its preceptor the GLA (22.2%) based on respective shares. There is an estimated surplus of £1.38m for 2025/26, which compares to a surplus of £2.46m in 2024/25. The latter is recognised in the 2025/26 outturn figures whilst the 2025/26 actual surplus will be recognised in 2026/27.

Business Rates

6.12. The 2025/26 in year business rates collection performance was 93.11% (target 94.0%) which is an improvement on the 2024/25 collection rate of 92.67%. Under the Business Rates Retention Scheme the business rates collected by the Council are distributed across the Council (30%), MHCLG (33%) and the GLA (37%).

6.13. There is an estimated surplus of £0.97m in 2025/26, which compares to a surplus of £1.79m in 2024/25. The latter is recognised in the 2025/26 outturn figures whilst the 2025/26 actual surplus will be recognised in 2026/27.

7. Capital Programme Outturn

7.1 Table 3 below shows the final outturn position for the Capital Programme in 2025/26 of £344.6m (£123.1m for General Fund and £221.4m for HRA). This means unspent budget of £195.8m (36%) of which some relates to decisions to slow down spending as a result of the financial position and high interest rates but there is still improvements on accuracy of profile of spending needed across services when budgets are set.

Table 3: 2025/26 Capital Programme Outturn

Directorate	Full Council Approved 2025/26 Budget (£'000)	2024/25 Capital Slippage (£'000)	2025/26 Budget Adjustment/Virement (£'000)	2025/26 Qtr. 4 Revised Budget (£'000)	2025/26 Final Outturn (£'000)	Final Outturn vs Revised budget Variance (£'000)
Children's Services	28,276	1,881	(15,093)	15,064	11,114	(3,950)
Adults, Housing & Health	12,715	579	(3,397)	9,897	4,123	(5,773)
Environment & Resident Experience	21,238	5,125	85	26,448	16,649	(9,799)
Culture, Strategy & Communities	55,022	7,525	(3,029)	59,518	37,825	(21,693)
Finance & Resources	25,745	5,780	(2,643)	28,882	8,879	(20,003)
Corporate Items	5,000	6,272	(23,357)	4,915	3,965	(950)
Exceptional Financial Support (EFS)	37,000	0	17,000	54,000	40,587	(13,413)
	184,996	**27,162**	**(30,434)**	**198,724**	**123,142**	**(75,581)**
Housing Revenue Account (HRA)	333,767	7,886	0	341,653	221,409	-120,244
TOTAL CAPITAL OUTTURN	**518,763**	**35,048**	**(30,434)**	**540,377**	**344,551**	**(195,825)**

7.2 In terms of the General Fund, the main areas of spending relate to:

- Major works on the Council's school estate.
- Works to adapt people's homes so that they can live there longer.
- Significant enhancement of the roads and footways.
- Continued delivery of the new Civic Centre.
- Enhancement of the operational buildings.

7.3 In terms of the HRA, the main areas of spending relate to:

- Major works, fire safety and other compliance on our existing housing stock.
- Housing Delivery Programme and progress towards the target of 3,000 new homes of which in 2025/26 the keys for its 1,000th home were handed over.
- Acquisition of street properties as new homes for our residents, exceeding the target of 100 homes.
- Temporary Accommodation Acquisitions.
- Broadwater Farm development.

7.4 The most significant variances against agreed budgets were in Culture, Strategy & Communities (CSC) and Finance & Resources (FR). The three large regeneration schemes of High Road West, Wood Green and Selby Urban Village account for £12.4m of the £21.6m underspend in CSC with a further £2m slippage on the new Civic centre. These are all multiyear schemes and slippage of this scale is not unusual.

7.5 In Finance & Resources, £6.8m underspend is in relation to property works (operational and commercial) plus £10.7m underspends across a range of Digital projects. In both services, projects and therefore spend have not progressed at the pace expected and an improvement in forecasting of spend will be needed in 2026/27.

7.6 For the HRA, the most significant underspends relate to Broadwater Farm, the Housing Delivery Programme and the housing acquisitions programme.

7.7 Full details and reasons for the variation against budget for the General Fund are set out in Appendix 1a-f and full details of the HRA Capital Programme is set out in Appendix 7.

7.8 The General Fund capital programme was funded from a variety of sources as set out in Table 4 below. The largest change from when the budget was set is the level of borrowing for the Councils core capital programme, which is in line with the underspends seen in Culture, Strategy & Communities and Finance & Resources. This lower level of borrowing is important at a time when interest rates are high and has also contributed to the underspend that can be noted within the Treasury Management budgets.

Table 4: 2025/26 Capital Programme Funding

Sources of Funding	Full Council Approved 2025/26 Budget (£'000)	2025/26 Final Outturn (£'000)	Variance (£'000)
Core Capital Programme Borrowing	143,301	93,930	(49,371)
Capital Receipts	10,000	3,965	(6,035)
Community Infrastructure Levy (CIL)	7,721	2,218	(5,503)
Capital Grants from Central Government Departments	19,224	16,908	(2,315)

Capital Funding from GLA, TfL & Other LA's	1,000	3,419	2,419
Revenue Contribution to Capital Outlay (RCCO)	500	173	(327)
Usable Capital Reserve	0	150	150
Land Appropriation	0	0	0
Grants & Contributions from Non-departmental Public Bodies	0	803	803
Developer Contributions (S106 & S278)	3,251	1,577	(1,674)
	184,996	**123,142**	**(61,853)**

7.9 Appendix 2 itemises the 2025/26 general fund capital programme budget slippage which is requested to be carried forward to fund commitments in 2026/27 totalling £55.3m. These requests have been scrutinised and challenged by the Corporate Director of Finance and Resources and fewer carry forwards have been agreed compared to previous years and only those considered essential have been put forward.

7.10 The annual review of the capital programme will commence shortly and take account of the priorities of the new administration but the scale of the programme across both the General Fund and the HRA must be reduced at a time when interest rates remain above 5% and the Council continues to rely on Exceptional Finance Support (which incurs borrowing costs). The results of this review will be presented in the Autumn to Cabinet.

8. Debt Write-Off

8.1 All Council debt is considered recoverable, and the Corporate Debt Recovery Team will make every necessary effort to collect charges due to the Council. However, there are some circumstances when it is appropriate to write off a debt once all forms of recovery action have been exhausted.

8.2 The write off process is undertaken each quarter but also a more rigorous approach at the year end as part of closing the accounts. Appendix 5 summarises the sums totalling £18.3m written off in Quarter 4 and the summary for the full year. All individual debts in Quarter 4 were below £50,000 and therefore these write offs have been approved by the Corporate Director of Finance and Resources under delegated authority. All debts have been adequately provided for in the Council's bad debt provisions.

8.3 The total sums written off across the whole financial year total £40.5m and included 5 single debts with a value above £50,000. The service area with the highest total value and total volume was Parking which accounts for £38.5m (95%) of the total.

8.4 Following a data cleansing exercise in Parking, the Council has written off aged debt from previous financial years where it was uneconomical to continue to pursue unrecovered debt. The total write-off comprises of £34.3m historical debt arising from PCNs issued during the financial years 2021–2024.

8.5 During 2026/27, work will continue to review debt balances. The majority of older debts have largely been provided for and this review will focus on closing off these older debts deemed not recoverable and enable officers to focus on collecting more recent sums owed to the council in a timely manner.

9. Reserves

9.1 The Council holds an un-earmarked General Fund reserve and this is retained at £15.2m which represents almost 5% of the net budget. It also has a number of other earmarked reserves, which are set aside to provide contingency against unplanned events, fund one-off planned expenditure and help smooth uneven revenue spend patterns.

9.2 The Council is required to annually review the adequacy of its reserves which was last reported in March 2026 as part of the 2026/27 Budget and 2026/2031 MTFS report. That report reiterated the fragility of the council's balance sheet and in the light of severe budgetary pressures and volatile economic conditions, confirmed the maintenance of a General Fund un-earmarked reserve of £15.2m. Despite the provisional 2025/26 overspend, the Corporate Director of Finance & Resources has taken the decision to maintain this balance to provide immediately available access to funds in an emergency. However, this would not have been possible without the need to apply for EFS of £40.6m as highlighted elsewhere in this report.

9.3 When the 2025/26 budget was set in March 2025, a draw down from the Collection Fund Smoothing reserve of £1.2m to balance the budget was agreed. However, with the in year un-budgeted pooling gain receipt, it was decided not to draw this balance down but leave it to offset any future pressure on the Collection Fund. As reported in Section 1 of the report, with the service overspends remaining consistently high at year end, and, despite considerable corporate underspends an additional £10.1m unplanned drawdown from various earmarked reserves including grants has still taken place. The reserves drawdown was as a result of a thorough and detailed review of the service and grants reserve balances undertaken during the year which resulted in £1.4m being released at year end to help mitigate the overall overspend position. These decisions have been taken to minimise the request for Exceptional Financial Support (EFS) from government.

9.4 The financial planning process for 2027/28 and across the medium term is already underway and the Council is facing at least a £84.3m budget gap for 2027/28 and increasing across the MTFS period. Ongoing use of reserves to balance the budget is never sustainable but the remaining useable balances in Haringey means that this is no longer an option. The 2026/27 budget already assumes a total of 84.3m of Exceptional Financial Support, an increase of 47.3m over the £37.0m budgeted for in 2025/26. This has been agreed in principle by government. The aspiration is that the new Financial Resilience Plan and emergency arrangements that have been put in place including tighter spend controls, that any drawdown of the EFS will be minimised. This requires all services to think about every pound they are spending, reduce costs where possible and remain within their budget. Any overspend in 2026/27 will require an increased use of EFS. The level of useable reserves as at 31st March 2026 are £52.3m and represent the minimum viable to mitigate known and unknown risks.

9.5 Quarterly reviews of the balance sheet will be instigated in 2026/27 to ensure that agreed carry forward balances are being drawn down in a timely fashion to deliver the agreed outcomes and that any sums not utilised will be subject to rigorous scrutiny to challenge whether they can be re-purposed to either offset in year pressures or to help with re-building the Strategic Budget Planning reserve.

9.6 A summary of the purpose of each reserve along with all the proposed in year movements to/from all reserves and final balances as at 31 March 2026 are shown in Appendix 2. The schools Public Finance Initiative (PFI) ended during 2025/26 and confirmation has been received that the Council has discharged all funding duties associated with the school capital schemes. Therefore, the full balance on the PFI reserve has been transferred to the Transformation reserve. The reserve closing balances are not expected to change materially, however the reserve position will not be finalised until the completion of the External Audit of the 2025/26 accounts which will be reported to Audit Committee in January 2027.

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

10.1 The Council's budget aligns to and provides the financial means to support the delivery of the Corporate Delivery Plan outcomes. Going forward, the alignment of financial plans with the Corporate Delivery Plan will be further strengthened.

11. Carbon and Climate Change

11.1 There are no direct implications on the Carbon and Climate Change agenda included in this report.

12. Statutory Officers comments (Chief Finance Officer (including procurement), Director of Legal and Corporate Governance, Equalities) Finance

12.1 This is a report by the Chief Finance Officer (CFO) and the financial implications arising have been highlighted throughout the report.

12.2 The development of the 2025/26 budget was robust and based on a set of assumptions underpinned by data and evidence known at that time; these included sums for demographic changes and price increases across all services. In total, £56.8m was added to service budgets, mainly in relation to social care and temporary accommodation and £26.2m increase was required by corporate (non service) budgets. At the year end, in the case of Adults, the estimated impact of potential provider costs did not materialise which explains the improvement in their financial position between Quarter 3 and outturn.

12.3 In 2025/26, £29.3m of savings were agreed to be delivered but at the year end, only 65% have been delivered and many of these through mitigations. This is not sustainable and with much fewer new savings for 2026/27, the Council must focus its efforts of ensuring all savings, including those from previous years are delivered as planned by March 2027.

12.4 Budgets for 2026/27 have been developed based on the best information and data known when the final budget was approved. The organisation must learn from the experience seen during 2025/26 and while inflationary provision has been allocated to Children's, Adults and Housing Demand, these are being held by the relevant Corporate Director and any request to draw down in year must be fully evidenced and agreed with the S151 officer.

12.5 It is also important that Corporate Directors provide reasonable monthly budget forecasts and avoid over inflating negative impacts or underestimating positive impacts which will help mitigate pressures. Forecasts need to be realistic, timely (declared as soon as they are known) and based on data driven insight. The ability to provide reliable, transparent budgetary information and drive value for money is a key requirement of CIPFA's Financial Management Code relevant to all budget holders. The Council is under intense financial scrutiny and must not lose credibility over its ability to produce reasonable forecasts as well as delivering the savings that have been agreed.

12.6 This report although is focussed on the outturn position for 2025/26, demonstrates the financial fragility of the Council. Across the next five years, the financial position is even more challenging. In 2026/27, a balanced budget was only possible with the use of £84m of EFS. This is not sustainable and reliance on EFS continues to show an upward trajectory. The last update on the five year position was presented to Council in March 2026 and showed a cumulative deficit of £239m between 2027/28 and 2030/31 if nothing changes.

12.7 The 2025 Fair Funding Review and three year local government financial situation provided welcome additional grant funding from government, allowing the Council to increase its core spending power. However, this equates to only £25.3m over the next three years in Government grant which is insufficient to fund the growing demand and price pressures.

12.8 The Council must take all the necessary action to reduce spending or increase income, so it remains in control because reliance on EFS at the current level is not sustainable and continues to add additional borrowing costs year on year. A three year Financial Resilience Plan has been developed and which recognises that the problem is intractable in a single year. The Financial Resilience Plan will focus on eight key priority areas, mainly those which are high spending and all other services will be required to produce a Value for Money Action Plan with proposals to reduce spend and increase income. Spending controls already in place will continue and the Section 151 Officer will develop a clear approval process for any department to spend beyond its cash limits, to ensure that there is a clear and agreed funding strategy before expenditure is committed. A full update on the Financial Resilience and associated delivery plans will be published as part of the Medium-Term Financial Strategy to Cabinet in November 2026.

12.9 The Council's External Auditors have raised concerns with the Council's financial sustainability for the last two years through its Value for Money Opinion. Given the ongoing reliance on EFS and upward trajectory, they have now also issued the Council with a Statutory Recommendation for which the Council will respond to formally at Full Council on 20 July and progress updates on actions reported through Audit Committee.

Strategic Procurement

12.10 Strategic Procurement notes the contents of this report and will continue to work with services to support delivery of savings through effective demand management, and compliant procurement activities to achieve value for money

12.11 Strategic Procurement confirm there are no procurement related matters preventing Cabinet form approving the Recommendations stated in Section 3 above.

Legal

12.12 The Director of Legal & Governance has been consulted in the preparation of this report and makes the following comments.

12.13 Pursuant to Section 28 of the Local Government Act 2003, the Council is under a statutory duty to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary position has deteriorated, the Council must take such action as it considers necessary to deal with the situation. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

12.14 The Cabinet is responsible for approving virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I, and within the Executive's financial management functions at Part 3 Section C, of the Constitution. It is the responsibility of the Section 151 Officer to advise Cabinet and the Council of prudent levels of general reserves for the Council. All debts written off must be reported in summary to Cabinet in regular budget monitoring reports.

Equality

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

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

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

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

12.18 This report sets out the provisional outturn for 2025/26 for the General Fund, HRA, DSG and the Capital Programme compared to budget which was set in March 2025. It provides explanations of significant under/overspends and also includes proposed transfers to/from reserves, revenue and capital carry forward requests and any budget virements or adjustments.

12.19 The Council's saving programme for 2025/26 was subject to an equality impact assessment (EQiA) before being approved and the recommendations in the report are not anticipated to have a negative impact on any groups with protected characteristics.

13. Use of Appendices

Appendix 1a – 1f – Revenue & Capital Directorate Level Outturn

Appendix 2 – Capital Carry Forward Requests

Appendix 3 - Appropriations to / from Reserves

Appendix 4 - Budget Virements

Appendix 5 – Debt Write-Off

Appendix 6 – Finance Response and Recovery Plan Closure Report

Appendix 7 - Housing Revenue Account End of Year Outturn 2025-26

Appendix 1 – Children and Young People Directorate Forecasts

1.1. The table below shows the outturn position across the Children's Directorates followed by more detailed explanations for any under or overspends in the year.

Management Area	Revised 2025/26 Budget	Final 2025/26 Outturn	Base Budget (over/under-spend)	Non Delivery of Savings	Final Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
CHILDREN'S SERVICES	**78,762**	**80,666**	**1,227**	**676**	**1,903**	**2,937**	**(1,034)**
Director of Children Services	584	2,333	1,749	0	1,749	1,816	(67)
Commissioning	2,432	2,100	(331)	0	(331)	(175)	(156)
Prevention & Early Intervention	19,469	19,485	17	0	17	478	(462)
Children & Families	52,291	52,560	(408)	676	268	537	(269)
Assistant Director for Schools	3,987	4,187	201	0	201	281	(80)

1.2. The Children and Young People Service have achieved an outturn position of 80.7m against revised revenue budgets of 78.8m resulting in an overspend of £1.903m. This reflects **a positive movement of £1.034m since Quarter 3.**

1.3. The positive movement of £1.034m is across all budgets. Subjective analysis shows that the main positive movements relate to employee costs. Key movements were:

1.3.1. £67,000 positive movement in the Corporate Director's budget. This reflects a number of changes at year end including a provision of around £200,000 made for bad debt which was older than six years. This was offset by £263,000 that we had been forecasting as a reserve to carry forward for home to school transport, however at year end it was agreed that this should offset in year pressures;

1.3.2. £156,000 positive movement in the Commissioning and Programmes budget which was reported in Period 11. This was as a result of delays in recruitment through the North London Foundation Trust for the new mental health pathway for children looked after. This took significantly longer than anticipated and was being led across multiple teams both internal and external which has led to some complexities. The team is now in place.

1.3.3. £462,000 positive movement in Early Help, Prevention and SEND which was largely because of an underspend in relation to home to school transport (£237,000) and employee costs in the Educational Psychology service (£202,000). Home to school transport received more income than anticipated from ad hoc transport that was arranged and recharged for in Quarter 4. This income is always finalised as part of end of year reconciliation as it can be volatile and is not predictable or guaranteed.

1.3.4. £269,000 positive movement in Children and Families reflects multiple positive non-material movements across Safeguarding and Social Care budget lines.

1.3.5. £80,000 non-material positive movement in Schools and Learning reflects a higher level of income than anticipated for Pendarren House Outdoor Education Centre and the Education Welfare Service at year end.

1.4. The outturn position of £1.903m overspend is mainly related to the following pressures that have been reported all year:

1.4.1. The treatment of the social care prevention grant (£1.43m) which was originally passported to the Council as a Section 31 Grant in the 2025/26 settlement, but subsequent guidance issued by DfE confirmed grant conditions and new service requirements. This has been corrected in 2026/27.

1.4.2. Underachievement of the 5% staff saving (£2.180m) resulting in a shortfall of £285,000.

1.4.3. Underachievement of digital savings (£540,000 and £232,000 in 2024/25) – resulting in a shortfall of £295,000

1.5. The directorate has managed to deliver around 78% of the above savings and pressures through a number of one-off activities:

1.5.1. Use of the social care prevention grant where staff are supporting the delivery of the government Families First reforms and Family Hubs Programme.

1.5.2. Holding vacancies, reducing agency staff, delaying recruitment, converting agency staff to permanent or fixed term contracts and achieving the 2026/27-savings earlier than planned.

1.5.3. Ongoing work to track and monitor high placement costs and where appropriate following support move children into family settings such as foster care.

1.5.4. The release of an underspend relating to home to school transport that had originally been requested as a reserve carry forward.

1.6. Monitoring of demand data for social care and early help services shows that at the end of the year the number of children in care remained below 300. Child protection numbers ended the year higher at 231, which was the highest number for 3 years and continues to be monitored closely. The numbers in receipt of Early help was 580, compared to 693 at the end of March 2025, reflecting a downward trend as a result of strengthening the Family Hubs offer to provide support at a universal and targeted level.

1.7. Key risks we continue to monitor include:

1.7.1. Placement costs, including the weekly cost of the most expensive placements.

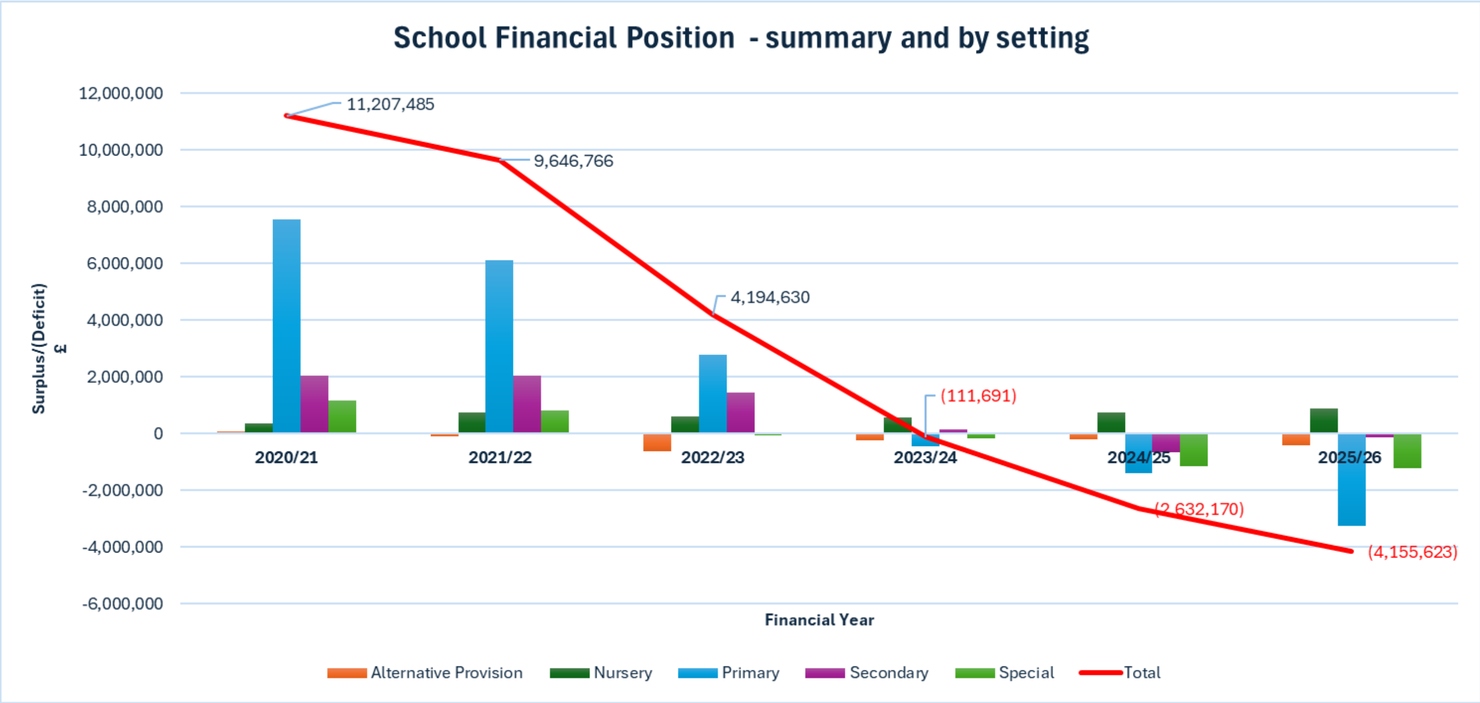
1.7.2. The demand for placements at Haringey Learning Partnership (Alternative Provision) driving additional costs of around £400,000 for the High Needs Block of the Dedicated Schools Grant.

1.7.3. The change in government regulation which requires Haringey to now pay the home to school transport costs for children in care with an EHCP who are placed out of borough.

Maintained Schools

1.8. The chart below shows the outturn for schools is a deficit of £4.2m which is an improvement of £2.2m since Quarter 3. The overall deficit is an increase of £1.6m from 2024/25, with 30 schools in deficit amounting to £11.1m. Work continues to support schools to develop recovery plans in response to the financial impact of falling school rolls and other financial pressures. Recovery plans are developed based on DfE guidance to bring a school back in surplus over three years.

1.9. Some school rolls have fallen to levels that were not sustainable and during the course of the financial year three schools closed where the combined net closing deficit position of these schools amounting to £1.1m and these costs are met by the Council's General Fund.



Setting	25/26 Budget £	2025/26 Outturn £	Number in Surplus	Total Surplus £	Number in deficit	Totsl Deficits £	Movement Q3 to Outturn £
Nursery	93,778	879,881	3	879,881	0	0	906,131
Primary	(3,993,047)	(3,261,312)	27	4,058,696	24	(7,320,008)	36,648
Secondary	(1,064,943)	(143,630)	2	1,668,137	3	(1,811,767)	955,824
Special	(1,716,452)	(1,228,159)	2	354,271	2	(1,582,430)	219,591
PRU	(128,028)	(402,403)	0	0	1	(402,403)	100,156
Total	**(6,808,692)**	**(4,155,623)**	**34**	**6,960,985**	**30**	**(11,116,608)**	**2,218,350**

Dedicated Schools Grant (DSG)

1.10. The overall in year position on the DSG a deficit of £3.146m, comprising a balance position on the Schools Block and Central Services Block, a deficit on the High Needs Block (HNB) of £4.365m and a surplus on the Early Year Block (EYB) of £1.218m. The balances are transferred to the schools individual unusable reserves.

1.11. Support for the HNB up until 31st March 2026 was met by the Safety Valve Agreement, where payment by results has supported a reduction in the accumulated deficit. As a result of the SEND reforms announced in January 2026 the Safety Valve programme has now ended to be replaced by the SEND improvement programme. Over the life of the Safety Valve programme, 2022/23 to 2025/26, the council has received £20.93m in funding which has brought down the deficit on the HNB on 31st March 2026 to £12.702m.

1.12. Work is underway to develop a SEND improvement plan which if successful approved will result in a HNB stability grant payment of £9.339m to Haringey reducing the accumulated deficit on the HNB to £3.363m. There after the council will be responsible for the deficit on the HNB. It should be noted that the statutory override remains in place until March 2028 which mean that the HNB deficit continues not to be a financial pressure on the council. Should the deficit increase and the statutory override is removed the council will have to account for this additional pressure.

1.13. Any balance on the EYB is carried forward and subject to recoupment in summer 2026 in accordance with the grant conditions.

Reserve Movement by Blocks	Schools block	Central school services block	High needs block	Early years block	Total (SAP code 72886)
Opening Balance - 2024/25	**£0**	**£0**	**£11,327,139**	**-£1,819,739**	**£9,507,400**
DSG Allocation - 2025-26	-£145,357,752	-£2,703,149	-£59,896,230	-£42,793,412	-£250,750,543
Block Transfer - HNB	£1,167,130		-£1,167,130		£0
Block Transfer - CSSB	£122,000	-£122,000			£0
Funding available	**-£144,068,622**	**-£2,825,149**	**-£61,063,360**	**-£42,793,412**	**-£250,750,543**
Expenditure - FY 2025-26	**£144,068,622**	**£2,825,149**	**£65,428,974**	**£41,574,974**	**£253,896,989**
In Year movement	**£0**	**£0**	**£4,364,884**	**-£1,218,438**	**£3,146,446**
Reserve Adjustments					
Safety Valve Income			-£2,990,000		-£2,990,000
EYE Year Reserve drawdown				£108,100	£108,100
Reserve Adjustment - Total	£0	£0	-£2,990,000	£108,100	-£2,881,900
Final Closing Position - DSF FY 2025-26	**£0**	**£0**	**£12,702,023**	**-£2,930,077**	**£9,771,946**

2025/26 Savings

1.14. Against a full year savings target of £3.1m, the directorate have achieved 78% delivery of their savings, however some have been met from one off mitigations. The table below sets out the full details of the savings and delivery.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
John La Rose Bursary	-15	-15	0	Green	Delivered.
Maya Angelou Package of Services	-75	-75	0	Green	Delivered.
Youth Services reduction Option 1	-50	-50	0	Green	Delivered.
Expand the provision at Stonecroft through the development of the site to enable taking of more children	-100	-50	-50	Amber	This is in part being delivered by efficiencies and income across the other nurseries as it has not been possible to expand the provision at Stonecroft. This has also been impacted by the temporary closure of Triangle and staff absence.
Remove the balance of the John La Rose funding and run the scheme on sponsorship only whilst allowing for some administration support to administer the scheme	-80	-34	-46	Red	Some new sponsors have been identified but envisage that full savings will take longer to implement
Pendarren House - This proposal is for Pendarren Activity Centre to become fully self funded and therefore reduce the Council's contribution.	-25	-25	0	Green	Delivered
Digital Transformation Savings - Digital Savings - Directorate Allocation	-540	-245	-295	Red	Some savings have been identified but the full £772,000 to meet the budget reduction has not been. Outturn reflects some one-off mitigations in year. These are not sustainable and options to deliver the full saving during 2026/27 need to be identified.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
5% Staff saving	-2,180	-1,895	-285	Amber	Mitigations taken in year, include grant funding some key roles leading transformation; staff purchasing additional annual leave; holding vacancies. Other mitigations and underspends at year end across multiple lines has resulted in mitigating the savings by £1.895m.
TOTAL	**-3,065**	**-2,389**	**-676**	**Amber**	

2025/26 Capital Provisional Outturn Position

1.15. Children's Directorate have achieved an outturn position of £11.1m against revised capital budgets of £15.1m resulting in £4.0m of capital budgets being unspent in the year. A summary of the reasons for the variation is set out in the table below:

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Move-ment between provis-ional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
101	Primary School - repairs & maintenance	**3,723**	**3,293**	**(430)**	**3,607**	**(314)**	Projects committed in 2025-26 are currently being tendered and therefore spend will be in 2026/27.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Move-ment between provis-ional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
102	Primary Schools - modernisation & enhancements (Inc SEN)	**3,496**	**1,670**	**(1,826)**	**3,199**	**(1,529)**	Six new projects were commenced in late 2024/25, with an expectation that these would enter contract in 2025/26. The feasibility studies for the schemes identified condition need that exceeded the original allocations, such that the programme needed to be realigned to be affordable. This was achieved through a combination of scope reduction, value engineering, phasing works (rather than delivering as a single project – Earlsmead and Mulberry), and pushing two schemes (Tetherdown and Bounds Green) back to commence in late 2026/27. This ensured that essential works could be afforded but required the programme to be extensively revised to achieve a balanced budget over the MTFS period up to the end of FY 28/29 at present. The scheme can be delivered without seeking additional funding above the original allocation in both 25/26 and 26/27 financial years.
104	Early years	**25**	**25**	**0**	**25**	**0**	
105	Reinforced Autoclaved Aerated Concrete (RAAC) in Schools	**251**	**448**	**197**	**251**	**197**	

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Move-ment between provis-ional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
110	Devolved Schools Capital Budgets	**504**	**504**	**0**	**504**	**0**	
114	Secondary School - modernisation & enhancements (Inc SEN)	**2,210**	**1,320**	**(890)**	**209**	**1,111**	The major works planned for 2025/26 were on the Fortismere site (now completed) and Hornsey School for Girls. DfE included the latter in its School Rebuilding Programme, announced in February 2024. DfE has now confirmed that it is not progressing the rebuild in the immediate future, so the funding will be needed in the FY 2026/27 to address the condition needs. The next scheme in the secondary school pipeline is expected to be the replacement of the temporary block at Gladesmore School. It is beyond economic repair and no longer suitable, but the accommodation is required. A feasibility study will be undertaken in this financial year to identify the cost and logistics of its replacement, once the total value of the Hornsey condition works has been confirmed.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Move-ment between provis-ional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
121	Pendarren House	**229**	**88**	**(141)**	**86**	**2**	The feasibility study for condition improvements at Pendarren identified a greater scope and cost than the budget originally allocated. It has been necessary, therefore, to review the original and proposed scope to ensure that the correct elements are prioritised, given not all can be funded from the existing budget. This has been a complex process that is now largely completed but required that the project did not progress to contract in 2025/26. It should now do so in Q3 of 2026/27.
124	In-Borough Residential Care Facility	**381**	**25**	**(356)**	**90**	**(64)**	Capacity issues within the organisation have led to a delay in sourcing contractors to undertake works for Short Breaks, Foster Carer and Care Leavers provision. Negotiations taking place to get back on track.
125	Safety Valve	**3,446**	**3,411**	**(35)**	**3,567**	**(156)**	This is grant funded from the DfE for the sole purpose of CYP capital programme. The underspend will be allocated against the two new secondary school resource bases at Fortismere and Park View, both due to open in September 2026.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Move-ment between provis-ional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
126	Childrens Services LiquidLogic Implementation	**220**	**22**	**(198)**	**20**	**2**	Delay in implementation due to capacity issues within the service. The remaining £198,000 will be used to implement 'Group Work' and replace the current system as it is no longer meeting service requirements, particularly around reporting, case recording and record management. The new system will support staff within the family hubs settings.
127	Art Council Music Hub	**579**	**307**	**(272)**	**347**	**(40)**	The Capital Budget is provided by a grant from DfE. The grant period is from 01/09/2024 – 31/05/2027.
Children's Services		**15,064**	**11,114**	**(3,950)**	**11,904**	**(790)**	

2025/26 - 29/30 (GF) CAPITAL FUNDING

	2025/26 Final Outturn (£'000)
Funded By:	
Core Capital Programme Borrowing	136
Capital Grants from Central Government Departments	10,978

Total	**11,114**

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Appendix 2 – Adults, Health and Housing Directorate Level Outturn.

1.1. The table below provides the outturn position across the Adults, Housing and Health Directorate, followed by more detailed explanations for any under or overspends that are forecast for the year.

Management Area	Revised 2025/26 Budget	Final 2025/26 Outturn	Base Budget (over/under-spend)	Non Delivery of Savings	Final Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
ADULT, HOUSING AND HEALTH SERVICES	**136,483**	**141,955**	**4,926**	**546**	**5,472**	**15,276**	**(9,804)**
Director of Adult & Social Services	105,526	103,957	(2,115)	546	(1,569)	4,879	(6,448)
Housing Demand	30,956	37,998	7,041	0	7,041	10,397	(3,356)
Director for Public Health	0	(0)	(0)	0	(0)	0	(0)

Adult Social Care

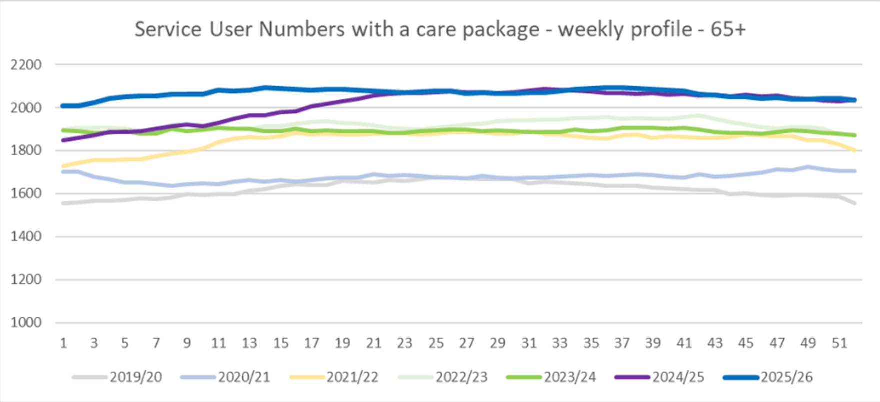
1.2. The Adult Social Care service has achieved an outturn position of £104.0m against revised budgets of £105.5m resulting in an underspend of £1.6m for 2025/26. This reflects a positive movement of £6.45m since Q3.

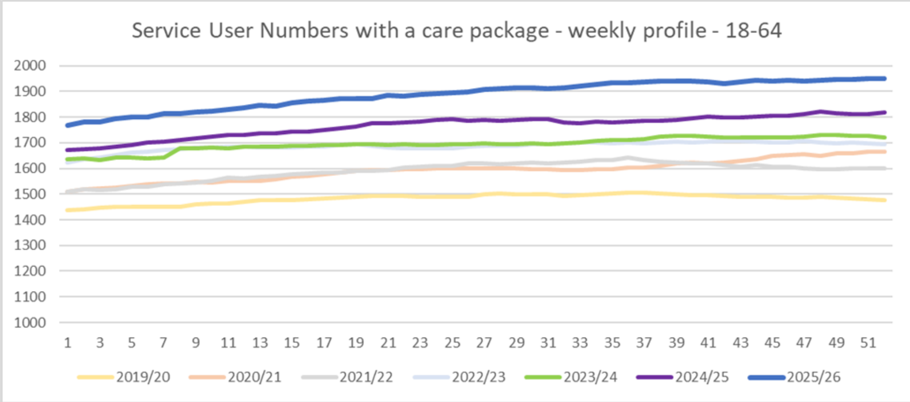
1.3. The significant improvement since Quarter 3 in the main is due to the reduction in the cost of care placements. At Quarter 3 Adults' forecast £148.7m of spend but there was a favourable movement of £5.6m by the year end. The main benefit of £4.83m is the result of an underspend against the £6.5m budget set aside to meet the cost of provider inflation uplifts. This underspend reflects most agreed uplifts, with a few Providers still in negotiations with Commissioning. The remaining movement of £800,000 is due to a reduction in the cost care across all care groups.

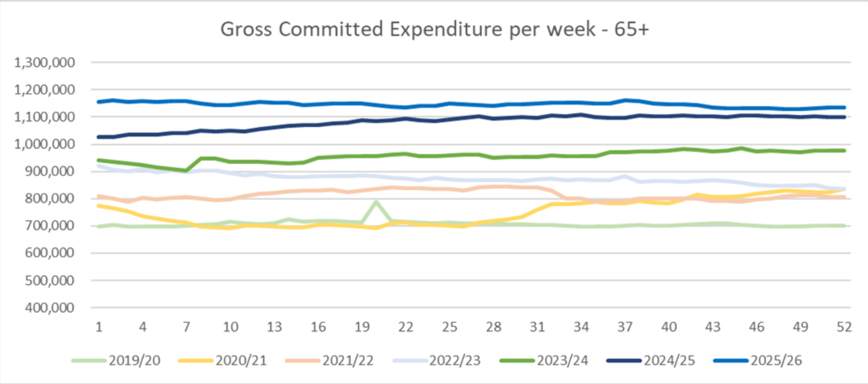
1.4. Adults Social Care increased its contributions to the bad debt provision at the year end by a further £580,000; however, this increase is in part mitigated through a positive movement £462,000 in the joint funding contributions payable by the ICB towards the cost of complex care packages.

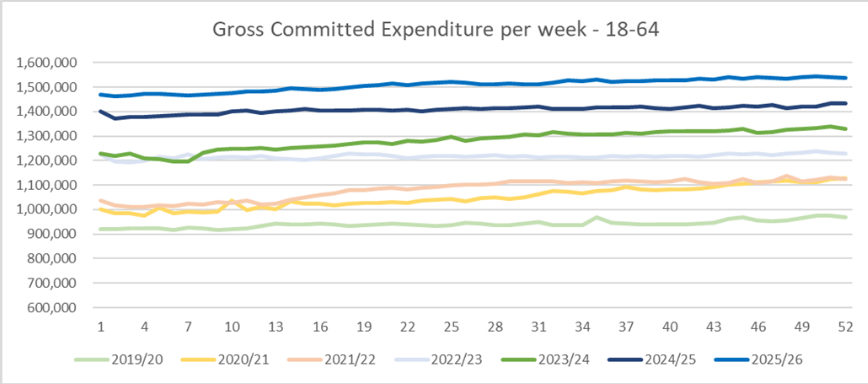
1.5. The staffing budget underspend increased by £968,000. The saving is one-off in nature as movement in personnel in Adult Social Care resulted in periods of staff positions being vacant at various times within services in the 2025/26.

1.6. There is a slight increase in the number of Older Adults (65+) with a care package from 2,038 reported at Quarter 3 to 2,046 at the end of the year. The number of Young Adults (18-64) has continually increased throughout the year, mainly those with complex mental health conditions and physical disabilities. Confidence in forecasting numbers with a care package has improved, the forecast at Quarter 3, estimated that there would be 1,950 young adults with a care package where the actual figure at year end was 1,949. The close monitoring of those transitioning form Children's Services to Adult Social Care has reduced the risk of unexpected costs during the course of the financial year.









2025/26 Savings

1.7. Against a full year savings target of £3.96m, Adult Social Care have delivered 86% of their savings. The table below sets out the full details of the savings and delivery.

Adult Social Care

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Transitions	-1,152	-1,152	0	Green	The review of the number expected transitions has been completed that reprofiles the expected cost of young people from children to adults, and the level of savings/cost avoidance expected over the current financial year and the next three years. The expected cost of transitions in the 2025/26 was lower than forecast in 2023 when the savings target was set, £2.9m compared to £4.2m and as a result the level of savings as a product of that was at a lower cost at £0.634m compared to £1.152m. The offsetting of the additional budget allocated to the services has resulted in the full saving being delivered.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Resettlement	-150	-150	0	Green	Delivered
Staffing Savings for Adult Social Services	-1,200	-1,200	0	Green	Delivered
Integrating Connected Communities - Further development of the Adult Social Care locality model and prevention approach: there is an opportunity to integrate the Connected Communities model and rationalise resources across the directorate.	-700	-700	0	Green	Delivered
Developing Community Support model - Building on Locality model and in collaboration with NHS, Housing, Public Health, voluntary and community sector, review and refresh our focus on prevention and early intervention, supporting residents to access community services which can best meet their needs and reduce demand on statutory services.	-181	-35	-146	Amber	The Council is enhancing its offer to better signpost residents to non-statutory and community services that best meet their needs and rightsizing of care packages where appropriate to ensure individual's maximise independence and choice. This work also includes a review of the ASC Front Door which is currently underway and due for completion by end September 2026, alongside the implementation of the Independence & Early Intervention team which was completed Feb 2026. This is rated amber due to a delay from the initial timeline, which was restricted by social work capacity levels. The in-year delivery is £35,000, however the full year equivalent of the saving is £190,691. This will shift £155,993 cashable savings into 2026/27.
Review of the Council's Reablement model to ensure that it is consistently focused on maintaining independence and supports safe and well-planned hospital discharge for a wide range of our residents.	-100	-100	0	Green	Delivered. A wider review of reablement is also underway.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Supported Living Contract - Releasing efficiencies through a new contract model for Supported Living that moves away from spot purchasing through a 'Dynamic Purchasing System' and onto a framework with agreed pricing and uplifts.	-400	0	-400	Red	The limited capacity in the ASC Commissioning Team, due to the community equipment provider failure, significantly impacted this project, alongside delays in recruitment. The shortfall in delivery will be shifted to 2026/27.
5% Staff saving	-80	-80	0	Green	Delivered
TOTAL	**-3,963**	**-3,417**	**-546**	**Amber**	

HOUSING DEMAND

1.8. The Housing Demand Service reported an outturn position of £38.0m against a revised budget of £31.0m, resulting in an overall pressure of £7.0m for 2025/26. This represents a favourable movement of £3.4m since Quarter 3.

1.9. The improved position since Quarter 3 reflects targeted activity under the Housing Demand Programme to reduce expenditure on temporary accommodation. Key initiatives included the rent convergence programme and the hotel exit programme, both of which delivered significant improvements to financial projections. In addition, concerted efforts to reduce both the unit cost and reliance on nightly paid accommodation have been effective. Enhanced income collection performance across temporary accommodation placements has also improved the bad debt provision. Prevention outcomes at the front door remained consistently strong throughout the year.

1.10. Contractual efficiencies, including clawbacks for void units, contributed to an underspend within Housing Related Support at year-end.

1.11. Additional top up grant funding received late in 2025/26 was utilised to support prevention activity and facilitate move-on from temporary accommodation, contributing positively to overall expenditure performance.

1.12. The staffing underspend across Housing Demand is non-recurrent and primarily reflects vacancies arising at various points during 2025/26 as a result of controls.

2025/26 Savings

1.13. Against a full year savings target of £3.4m, Housing Demand have achieved 100% delivery of their savings. The table below sets out the full details of the savings and delivery.

Housing Demand

Description	2025/26 FY Savings £'000s	2025/26 Projected Full Year Savings Delivery £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
New Savings Proposals Put Forward	-1	-1	0	Green	Delivered
Holding Vacancies across HD 5% Housing Related Support	-25	-25	0	Green	Delivered
Holding Vacancies across HD 5% TA and Homelessness	-400	-400	0	Green	Delivered
Housing Related Support Contract Savings - A review of contract provision across Housing Related Support has enabled a proposal of multiple lower value savings opportunities. These will be achieved by natural wastage (pausing recruitment or not recruiting to vacant posts), streamlining service delivery, exploring options for consolidating office space usage by commissioned services and ceasing delivery of small	-412	-412	0	Green	This saving was delivered in full.

Description	2025/26 FY Savings £'000s	2025/26 Projected Full Year Savings Delivery £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
value contracts where we have clear data to show low utilisation rates.					
More Cost-Effective Sources of Temporary Accommodation - The delivery of this saving is through the combination of a number of initiatives to reduce the overall cost of homes secured for temporary accommodation.	-2,600	-2,600	0	Green	A clear approach to tracking savings utilising a Power BI dashboard was used throughout the year, which enabled this saving to be delivered in full.
TOTAL	**-3,438**	**-3,438**	**0**	Green	

PUBLIC HEALTH

1.14. Public Health is reporting a breakeven position, with £367,750 contribution made to the Public Health Reserves.

<u>2025/26 Savings</u>

1.15. Against a full year savings target of £295,000, Public Health has achieved 100% delivery of their savings. The table below sets out the full details of the savings and delivery.

Public Health

Description	2025/26 FY Savings £'000s	2025/26 Projected Full Year Savings Delivery £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
0-19 years Public Health Nursing Services efficiencies	(150)	(150)	0	Green	Delivered
Deletion of Public Health Business Support Post	(37)	(37)	0	Green	Delivered
Vacancy Factor savings for Public Health	(108)	(108)	0	Green	Delivered
TOTAL	**-295**	**-295**	**0**	Green	

<u>2025/26 Capital Provisional Outturn Position</u>

1.16. The Adults, Housing and Health Directorate have achieved an outturn position of £4.1m against revised capital budgets of £9.9m resulting in £5.8m of capital budgets being unspent in the year. A summary of the reasons for the variation is set out in the table below:

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
201	Aids, Adaptations & Assistive Tech -Home Owners (DFG)	**3,850**	**3,526**	**(324)**	**3,144**	**382**	The DFG Grant forms part of the Better Care Fund and is utilised to meet the cost of adaptations and community equipment for those in the community. In 2025/26 there was an increase in the contribution towards the community equipment due to demand and increased costs arising from the Provider failure of NRS. The request is made to carry forward the £324,000 slippage into 2026/27 to meet the cost of adaptations that remain in the pipeline for works to commence in 2026/27 year.
211	Community Alarm Service	**177**	**0**	**(177)**	**177**	**(177)**	After consideration of the capital requirements, it was determined this capital funding would cease in 2025/26 and alternative funding arrangements, such as the Disabled Facilities Grant (DFG) would be considered in future years.
213	Canning Crescent Assisted Living	**682**	**599**	**(83)**	**682**	**(83)**	The project is now complete and the change from Quarter 3 to the outturn position, reflects the retention and consultancy costs to be paid in 2026/27. The end of defects should be concluded by August 2026, so it is intended that the fees are settled by Quarter 2 of 2026/27.
225	Locality Hub	**338**	**(2)**	**(340)**	**10**	**(12)**	The scheme has been removed from future capital budget planning, but a business case is being developed as part of the HRA business plan.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Move-ment between provis-ional outturn and Q3 Forecast (£'000)	Narrative
226	Initiatives under Housing Demand Programme	**4,850**	**0**	**(4,850)**	**4,850**	**(4,850)**	The acquisition programme was funded via other sources. There was no need to utilise this contribution from the General Fund.
Adults, Housing & Health		**9,897**	**4,123**	**(5,773)**	**8,863**	**(4,740)**	

2025/26 - 29/30 (GF) CAPITAL FUNDING

	2025/26 Final Outturn (£'000)
Funded By:	
Core Capital Programme Borrowing	598
Capital Grants from Central Government Departments	3,526
Total	**4,123**

Appendix 3 – Culture, Strategy and Communities Directorate Level Forecasts.

1.1. The table below provides the full year position across the Culture, Strategy and Communities Directorate followed by more detailed explanations for any under or overspends for the year.

Management Area	Revised 2025/26 Budget	Final 25/26 Outturn	Base Budget (over/under-spend)	Non Delivery of Savings	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
CULTURE, STRATEGY & COMMUNITIES	**13,219**	**13,901**	**446**	**236**	**682**	**469**	**213**
Electoral Services	857	834	(23)	0	(23)	60	(83)
Local Democracy	3,017	3,083	66	0	66	(3)	69
Legal Services	844	719	(125)	0	(125)	(43)	(82)
Assistant Directorate of Corporate Governance	533	610	77	0	77	106	(29)
Human Resources	536	61	(475)	0	(475)	(266)	(209)
AD for Transformation & Resources	527	518	(245)	236	(9)	(0)	(9)
Libraries	3,209	3,560	351	0	351	403	(52)
Strategy, Communication & Collaboration	(49)	373	422	0	422	338	83
Culture, Museum & Archives	1,274	1,150	(124)	0	(124)	(55)	(69)
Placemaking and Communities	2,470	2,992	522	0	522	(71)	593

1.2. Culture, Strategy and Communities have achieved an outturn position of £13.9m against revised revenue budgets of £13.2m resulting in an overspend of £682,000 for 2025/26. This reflects an adverse movement of £213,000 since Quarter 3. The two key movements since Quarter 3 are as follows:

1.3. Placemaking and Communities – The final outturn position is an overspend of £522,000, representing an adverse movement of £593,000 compared with the Quarter 3 forecast, which is fully attributable to reclassification of planned expenditure from Capital to Revenue

1.4. Human Resources – a further favourable movement of £209, 000 as a result of further vacancy savings and a higher recharge to HRA than forecast at Period 11.

1.5. Key budget variances:

1.5.1. Placemaking and Communities – The £522,000 adverse movement is entirely attributable to the year-end Capital Challenge review undertaken which resulted in £694,000 of expenditure being reclassified from capital to revenue. Excluding this adjustment, the service delivered an underlying £172,000 underspend against budget, demonstrating effective budget management and a broadly stable financial position since Quarter 3.

1.5.2. Human Resources – the £475,000 underspend is from a combination of factors including ceasing all advertising spend, reduced spend on other non-staff items, new income from the Pension Fund for work undertaken on the Fund's behalf, and holding vacancies over and above that allowed for in the 5% savings target. A significant portion of this underspend will not recur in 2026/27 and with £250,000 earmarked to contribute to the cross-Council Enabling Services MTFS saving.

1.5.3. Libraries – the £351,000 overspend derives from delayed implementation of the library restructure and historic libraries income pressure. The libraries income pressure is .£150,000 and expected to continue, albeit the new Libraries Strategy contains plans for a renewed focus on greater income generation.

1.5.4. Strategy, Communication and Collaboration – the £422,000 overspend arises from commercial (advertising) income pressure and revenue costs of communications posts that had expected to be capitalised prior to the Capital Challenge review at year end. The income pressure was partially addressed in the 2026/7 budget with £200,000 of additional budget added and the capitalisation issue is being addressed through a restructure so these pressures are not expected to continue in full into 26/27.

2025/26 Savings

1.6. Against a full year savings target of £1.8m, the directorate have achieved 87% delivery of their savings. The table below sets out the full details of the savings and delivery.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Reduce publication of Haringey People from 4/5 issues per year to 2 or 3.	-20	-20	0	Green	3 issues will be produced this year. This will deliver the savings.
We would not take any more graduates; the saving would be delivered over two years as our existing graduates complete their two year placements. The employee currently spending some of their time supporting NGDP would focus on apprenticeships instead.	-150	-150	0	Green	Saving will be delivered, however Corporate Directors took the decision to fund one graduate each from their own service budgets, so graduates will continue to be recruited.
New Local Membership - The proposal is not to renew our membership of the New Local think tank. Membership provides access to policy advice, a network of other Councils with shared aspirations and values and a number of events each year which officers have attended. However, membership is not essential.	-20	-20	0	Green	Delivered
Residents Survey - We currently undertake a formal, independent residents survey every three years. This is the only resident research we do and which is undertaken by a specialist polling company from a representative sample of residents. The cost of the survey is approximately £75,000. The relatively high cost comes from the survey being conducted in person by researchers knocking on doors. This is the 'gold standard' used for research as it captures	-25	-25	0	Green	Completed

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
residents who would not answer the phone or respond to online questionnaires. The proposal is to remove the annual budget provision (£25k pa) and in future years a business case would need to be made during the budget round for the resources to undertake a residents survey.					
Reduction in elections franking cost	-6	-6	0	Green	Printing and postage savings have been delivered through increasing the communications the service is able to do via telephone or email, although by law the Council is still required to contact electors by post on some issues, for example around renewing postal votes.
Registrars - Statutory fees that we can charge for Registrar Services have increased. The full impact of the increased fees will be seen in 2024/25 and if the current level of demand remains, an additional £90,000 of income will be achieved annually.	-90	-90	0	Green	Delivered
Culture - Review discretionary culture budgets, which support cultural organisations in the borough through grant funding and commissioning to deliver the Council's civic and cultural programmes. Any potential impacts will be carefully managed and phased towards the end of the MTFS period to allow time to plan for mitigations and development of alternative funding streams.	-25	-25	0	Green	Delivered

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Digital Transformation Savings (CSC share of old CSE Dig Trans saving i.e. excludes Digital & Change = £236k)	-236	0	-236	Red	The only current service modernisation project in CSC is implementation of new Feedback case management system. This is in delivery phase but any savings deliverable following the digital change will not achieve savings in this year due to the increased workload in Feedback and will also not make savings on this scale. Alternative savings will be sought as part of our Value for Money Action Plan that is currently being developed as part of the 2027/28 budget planning process.
Directorate share of 5% CSC staff savings	-8	-8	0	Green	Delivered
L&G share of 5% CSC staff savings	-427	-427	0	**Amber**	Delivered through vacancy management.
HR share of 5% CSC staff savings	-210	-210	0	Green	Most of the savings are through vacancy factors, which will be delivered as the year progresses. A lesser amount is from vacant posts
SCC share of 5% CSC staff savings	-209	-209	0	Green	All changes are being implemented. Where a restructure was required, this has been completed.
C&C share of 5% CSC staff savings	-43	-43	0	Green	Saving of £40,750 achieved through delaying the recruitment of the apprenticeship role in the Library Service
CSC share of 5% Placemaking staff savings	-233	-233	0	**Amber**	The savings have been delivered through vacancy management to date. To ensure the savings are sustainable service reviews will be required in placemaking and inclusive economy in 26/27 to deliver the savings.
Digital Transformation Savings - Digital Savings - Directorate Allocation from previous Placemaking and Housing Directorate	-90	-90	0	Green	No P&H digital workstreams were initiated but the budget was reduced before the service transferred.
TOTAL	**-1,791**	**-1,555**	**-236**	**Amber**	

2025/26 Capital Provisional Outturn Position

1.7. Culture, Strategy and Communities Directorate have achieved an outturn position of £37.8m against revised capital budgets of £59.5m resulting in £21.7m of capital budgets being unspent in the year. A summary of the reasons for the variation is set out in the table below:

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
402	Tottenham Hale Streets	**1,165**	**882**	**(283)**	**1,092**	**(210)**	Carry forward requested due to delays in delivery, Spend is now anticipated in 26/27
404	Good Economy Recovery plan	**82**	**16**	**(66)**	**21**	**(5)**	
406	Opportunity Investment Fund	**1,358**	**150**	**(1,208)**	**186**	**(36)**	OIF and PVF paused this year for governance review. Now complete and carry forward requested to continue the scheme on 2026/27.
408	Down Lane Park	**300**	**316**	**16**	**562**	**(246)**	Project delayed due to scheme requiring additional design options analysis. Carry forward requested while review of project aims and scope is carried out in consultation with new administration.
421	High Road West Acquisition	**5,900**	**1,452**	**(4,448)**	**2,590**	**(1,138)**	The underspend is due to homeowners not coming forward to sell their properties. The funding is required to be retained so that the compulsory purchase order can be progressed. Carry forward requested

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
430	Wards Corner Development	**238**	**0**	**(238)**	**10**	**(10)**	Project no longer proceeding as undeliverable following capital review: no route to a viable project involving LBH sites. Revised approach is to support TfL and Latin American market traders to develop an alternative project on TfL-owned site.
431	Gourley Triangle Development	**253**	**0**	**(253)**	**0**	**0**	Project no longer proceeding as considered undeliverable following capital review
447	Alexandra Palace - Maintenance	**470**	**470**	**0**	**470**	**0**	
448	Pride in Place	**1,500**	**0**	**(1,500)**		**0**	In 2025/26, 50% (£750,000) was received and the remainder to be received in 2026/27. Carry forward of the full budget of £1.5m requested and will be spent in 2026/27.
458	Strategic Investment Pot (SIP) - Northumberland Park BB & WorkSpace/ Business Support	**921**	**200**	**(721)**	**921**	**(721)**	This SIP-funded programme has finished (funded by the London-wide Business Rates Pool) and carry forward is not required as the funding has covered expenditure held in other budget lines.
464	Bruce Castle	**228**	**192**	**(36)**	**228**	**(36)**	Slight slippage in completion of Museum Estate & Development Fund (MEND) works. Carry forward requested for possible snagging works that will be completed in 2026/27.
474	Tottenham High Road Strategy	**1,603**	**1,500**	**(103)**	**1,498**	**2**	Carry forward requested because this is the Council's match funding to the scheme

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
480	Wood Green Regeneration	**4,144**	**2,190**	**(1,953)**	**2,496**	**(306)**	Wood Green Central project is now in delivery, the procurement of the multi-disciplinary design team will shortly commence. Carry forward requested to fund project in accordance with agreed programme
483	Productive Valley Fund	**816**	**0**	**(816)**	**34**	**(34)**	OIF and PVF paused this year. Governance review now complete and carry forward of budget requested to continue the scheme in 2026/27.
488	Liveable Seven Sisters (LSS)	**216**	**119**	**(97)**	**135**	**(17)**	Carry forward requested as this is committed match funding
493	Bruce Grove Yards (BGY)	**1,624**	**1,919**	**295**	**1,620**	**300**	Over achievement of spend is due to timing issues and delivery quicker than planned, the overspend will be clawed back from the 2026/27 budget.
330	Civic Centre Works	**27,628**	**25,603**	**(2,025)**	**23,481**	**2,122**	Slippage earlier in the programme due to additional asbestos being identified is now being recovered and expenditure is now broadly in line with the profile. Carry forward requested.
630	Libraries IT and Buildings upgrade	**719**	**37**	**(682)**	**157**	**(120)**	Start of project delayed to review the strategic direction and priorities for service as set out in libraries strategy. Project now underway. Carry forward requested to complete investment in 2026/27.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
631	Ally Pally - Counter Terrorism	**763**	**763**	**0**	**182**	**582**	Overall, the allocation to Ally Pally over the 3 schemes (631,632 and 633) is on budget. There was movement between the schemes to reflect the need to address issues as they arose.
632	Ally Pally - Risk to Life and Injury	**382**	**382**	**0**	**286**	**95**	Overall, the allocation to Ally Pally over the 3 schemes (631,632 and 633) is on budget. There was movement between the schemes to reflect the need to address issues as they arose.
633	Ally Pally - Risk to Compliance	**517**	**517**	**0**	**1,195**	**(678)**	Overall, the allocation to Ally Pally over the 3 schemes (631,632 and 633) is on budget. There was movement between the schemes to reflect the need to address issues as they arose.
4005	SME Workspace Intensification	**1,633**	**55**	**(1,578)**	**69**	**(15)**	This project is now part of a grant agreement and carry forward required for projects in 2026/27.
4010	Selby Urban Village Project	**7,057**	**1,060**	**(5,997)**	**1,208**	**(148)**	Work has not progressed as fast as envisaged but contractor now on board and project underway. Carry forward requested and spend expected to be incurred in 2026/27.
Culture, Strategy & Communities		**59,518**	**37,825**	**(21,693)**	**38,443**	**(618)**	

2025/26 - 29/30 (GF) CAPITAL FUNDING

	2025/26 Final Outturn (£'000)
Funded By:	
Core Capital Programme Borrowing	33,175
Community Infrastructure Levy (CIL)	1,257
Capital Grants from Central Government Departments	1,412
Capital Funding from GLA, Transport for London & Other Local Authorities'	1,400
Usable Capital Reserve	150
Grants & Contributions from Non-departmental Public Bodies	410
Developer Contributions (S106 & S278)	21
Total	**37,825**

Appendix 4 – Finance and Resources Directorate Level Forecasts.

1.1. The table below provides the outturn position across the Finance and Resources Directorate followed by more detailed explanations for any under or overspends.

Management Area	Revised 2025/26 Budget	Final 2025/26 Outturn	Base Budget (over/under-spend)	Non Delivery of Savings	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£’000	**£’000**	**£’000**	**£’000**	**£’000**	**£’000**	**£’000**
FINANCE AND RESOURCES, OF WHICH	**3,860**	**8,795**	**3,551**	**1,384**	**4,935**	**4,737**	**198**
Capital Projects and Property	1,555	5,294	3,296	443	3,739	3,153	586
Finance	334	1,397	893	170	1,063	480	583
Audit & Risk Management	74	43	(31)	0	(31)	(6)	(24)
Digital Services	2,238	2,168	(841)	771	(70)	956	(1,026)
Strategic Procurement	(459)	(396)	63	0	63	(12)	75
Chief Executive Officer	119	289	170	0	170	166	4

1.2. Finance and Resources Directorate have achieved an outturn position of £8.8m of spend against revised revenue budgets of £3.9m resulting in an overspend of £3.6m for 2025/26. This reflects an adverse movement of £198,000 since Quarter 3. The key movements are as follows:

Finance

1.3. An adverse movement of £583,000 mainly due to (i) staff costs previously assumed to be funded from capital (£374,000) and (ii) Directorate spend on Legal and other professional fees (£100k) which had not been budgeted for.

Digital Services

1.4. The outturn position on digital services has shown an improvement of £1.026m since Quarter 3 but is mainly a result of previously assumed costs associated with the ERP (SAP replacement) programme costs now funded through contingency and flexible capital receipts (£828,000).

1.5. The service also had a favourable movement arising from a more accurate calculation of payments in advance for multi-year digital contracts (£228,000), and contracts and vacancy savings over and above assumed savings targets. This has mitigated a pressure of £883,000 arising from staff and non-staffing costs that were previously assumed to be funded from capital. This followed an extensive year-end review of capital transactions to ensure compliance with accounting standards on cloud computing arrangements.

Capital Projects and Property

1.6. The reasons for the overspend are in line with that reported at Quarter 3 but have worsened by £586,000.

Corporate Landlord Model

1.7. At the start of the year, this service was reporting a forecast overspend of £875,000. However, following implementation of the model in April 2025, a much better understanding of maintenance and running costs is now known and the outturn position is an underspend of £103,000. However, it should be noted that there are estimated pressures in 2026/27 with the increase in business rates from the Government's re-valuation on non-domestic properties and this has been reflected in the agreed budget for 2026/27. Energy and running costs continue to be volatile and exacerbated by the current global conflict and economic conditions and will be closely monitored next year. The Council's Asset Rationalisation Programme will review all operational assets to maximise use and minimise surplus space.

Construction.

1.8. The final outturn position is an overspend of £514,000 and as reported at Quarter 3 is a result of staffing costs that had previously been incorrectly capitalised. The planned re-structure will address this and the pressure is not expected to continue into 2026/27.

Strategic Property.

1.9. As highlighted throughout the year, this area is the largest element of the overspend at £3.2m. There continues to be high reliance on agency staff (£224,000 overspend) who are focussing on the review of the Commercial Property portfolio to update lease and rent agreements and dispose of surplus assets in line with the Council's Disposal Policy.

1.10. Valuation, surveyor and legal fees associated with the reviews and disposals were £1m to deliver over £10m of savings and although there was no budget set for these costs at the start of the year, the additional income and capital receipt from any disposal will fund these one-off costs and the latest estimate is that income is £1m higher than this time last year.

1.11. This work to get a better understanding of the portfolio has also identified previous unknown pressures. This includes, business rates on vacant properties, repair and maintenance costs and bad debts provision. These total £775,000m. Finally, rent payable on properties with historic buy back lease agreements in place is £1m more than budget.

1.12. No additional budget has been built in for next year because of the ongoing work to increase income but this will be revisited as part of the 2027/28 budget setting process when it is anticipated that the full portfolio will have been reviewed.

Chief Executive's Office

1.13. As reported at Quarter 3, the savings associated with the senior management restructure are expected to be delivered in 2026/27 because some short-term additional capacity has remained within Adults, Housing and Health in 2025/26.

2025/26 Savings

1.14. Against a full year savings target of £3.3m, the directorate have delivered 82% delivery of their savings. The table below sets out the full details of the savings and delivery.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Apply charges for non LCP Dynamic Market Places 0.5% - 1% on c£40m of spend. Would include social care related categories. Can only be applied from 2025/26 due to Procurement Act not being in force until October 24	-200	-200	0	Amber	Changes to the Procurement Act brought in restrictions for use of Dynamic Markets for below threshold procurements. This essentially excludes any care contracts below c£550,000. Therefore the Council had to establish a suite of dynamic purchasing systems (DPS) for the care categories ahead of the new Procurement Act coming into force. It is not possible to charge suppliers a fee on a DPS and therefore lost income but mitigations have been found by holding vacancies within the service.
Staff Reduction in Strategic Procurement (5% FTE)	-100	-100	0	Green	Savings delivered in full.
Reduction in Finance and Accountancy Services across Business Partnering, Chief Accountant, Capital and Treasury Teams (5% FTE)	-70	0	-70	**Red**	Finance restructure/consultation launched, with implementation planned for June 2026. Savings delivery expected from Quarter 2 of 2026/27.
Balance to deliver the total £430,000 Finance, Procurement & Audit target of 5% Staff saving	-260	-260	0	Green	Savings delivered in year by holding vacancies but longer term permanent reductions will need to be identified for 2026/27.
Digital and Change share of 5% staff saving	-471	-471	0	Green	This was achieved through holding vacant posts within the wider structure in 2025/26.Delivery of this permanent saving will be through the planned restructure in 2026/27.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Capital Projects and Property share of 5% staff savings	-364	-364	0	Green	These savings have been mitigated in 2025/26 through the holding of vacancies but will be delivered in full in 2026/27 pending a restructure. .
Directorate allocation of previous year's Digital Savings	-100	0	-100	**Red**	Digital transformation savings will be delivered through the service modernisation programme. The current focus is on adult social care and housing and digital improvements within Finance and Resources is not expected until at least 2026/27.
Property Data project to maximise asset efficiency and develop a disposal pipeline - P&H saving	-443	0	-443	**Red**	Data project is under review and being scoped but will not deliver the associated savings until 2026/27.
Commercial portfolio - rental and other commercial opportunities - P&H saving	-75	-75	0	Green	Savings delivered in full.
Asset Management - Continuation of current projects to review all rent and lease agreements within the commercial portfolio and a further reduction in operational sites for the delivery of Council services. Savings will be generated through increased rental income and capital receipts from the routine disposal of sites which will reduce the need for borrowing to deliver the capital programme - P&H saving	-350	-350	0	Green	Savings delivered in full. This is a corporate cross cutting proposal; currently reviewing all rents and looking at under utilised operational buildings - this will identify further options to improve utilisation or identify surplus assets for disposal. New disposals Policy now in place following agreement by Cabinet on 17 June 2025.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
We are further reducing the cost of our digital estate through contract and licence reductions and can propose a further £200k for 2025/26, to come from Digital Service budgets.	-200	-200	0	Green	This saving has been delivered in 2025/26 by various contract savings, notably by rationalisation of contracts within Virgin Media, O2 BT through PSTN Switch off, SDWAN and migration to Teams Voice and retirement of contracts no longer needed due to reprovision of digital services.
Digital and Change Restructure	-205	-205	0	Green	This saving has been achieved through holding vacant posts within the structure. Longer term a further restructure will be needed to determine the permanent reductions needed to deliver the savings.
Applications & infrastructure review (moved from CSC)	-200	-200	0	Green	This saving has been delivered in full.
Digital - Service Desk - Most queries are to do with forgotten passwords or problems with the remote VPN security system so changing our approach to password management and using the Microsoft integral VPN rather than our current separate system should reduce demand significantly and enable a saving to be made.	-100	-100	-0	Green	This was achieved through holding vacant posts within the wider structure in 2025/26. Delivery of this permanent saving will need to be through a restructure.
Digital Transformation Savings (Digital Services share)	-101	-101	0	Green	Savings not delivered as planned but have been mitigated through underspends on other budgets within the service. Opportunities will be considered in 2026/27 to deliver original savings as planned.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Capital Projects and Property Digital Transformation Savings - Digital Savings allocation	-90	-90	0	Green	This is being achieved in 2025/26 by holding vacancies/realignment of salaries pending restructures within Corporate Property and Major Projects during the year.
TOTAL	**-3,329**	**-2,716**	**-613**	**Amber**	

2025/26 Capital Provisional Outturn Position

1.15. Finance and Resources Directorate have achieved an outturn position of £8.9m of spend against revised capital budgets of £28.9m resulting in £20.0m of capital budgets being unspent in the year. A summary of the reasons for the variation is set out in the table below:

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
602	Corporate IT Board	**1,263**	**166**	**(1,097)**	**957**	**(791)**	This scheme is a critical enabler for Digital Services and the Council's wider digital transformation agenda. The fund provides capital investment to modernise services, deliver key digital programmes (Intranet Project & Network Modernisation (SD-WAN & connectivity)). In addition, it supports income collection, PCI-DSS standards, Resident automation and Incident & case management (Halo). A review of the Service Modernisation Programme is underway the budget for future years will be determined following this review.
604	Continuous Improvement	**1,163**	**639**	**(524)**	**748**	**(109)**	This scheme supports the infrastructure such as servers, firewalls and switches. The Scheme remains aligned to delivery of the Council IT Technical platforms. The underspend is largely a result of timing of the improvement. The underspend will not be carried forward and any future requirement over and above the 2026/27 budget will need be funded from capital contingency in line with the capital governance framework.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
630	Libraries IT and Buildings upgrade	**1,092**	**708**	**(384)**	**782**	**(74)**	There is a statutory requirement that Libraries are supported and operating from systems that can be maintained and patched. Work has continued towards support for Library physical site and modernisation. Consultation has been taking place - which is expected to conclude at the end of June and inform the timeline for any Libraries ICT replacement of end of life technology & infrastructure (e.g., Server, Wi-fi, Peoples Network & Firewall). Underspend will be carried forward to 2026/27.
607	Financial Management System Replacement	**114**	**(2)**	**(116)**	**(2)**	**0**	This project is now part of the ERP Programme (replacement of SAP) and therefore a separate budget no longer required.
624	Digital Together	**120**	**0**	**(120)**	**132**	**(132)**	The council is migrating to a new customer platform, Netcall. This scheme is aligned to development of Granicus, the council's historic customer platform which will retire and cease once the replacement solution has been deployed. It is unlikely this budget will be required and therefore the underspend will not be carried forward and any requirement in 2026/27 will need to be requested from capital contingency and subject to approval through the capital governance framework.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
625	CCTV Move and Replacement of end of Life Infrastructure	**1,466**	**0**	**(1,466)**	**200**	**(200)**	Delays have been due to poor initial market engagement. A decision based on the revised discovery work is expected in July and will inform and enable the next stage to commence through the internal capital programme governance. This will also enable the Council exit from River Park house and Alex House.
626	Corporate Data Platform	**1,098**	**1,078**	**(20)**	**514**	**564**	The project is expected to remain on budget and deliver agreed outcomes and targeted efficiencies and savings. Netcall is the replacement customer contact centre solution and customer platform due to go fully live in 2026, replacing legacy platforms.
627	Hybrid AV between now and Civic Centre coming on line	**694**	**205**	**(489)**	**200**	**5**	This scheme is to meet the ongoing hybrid rollout of AV solutions across the Council Based on the corporate accommodation strategy, spend has been lower than anticipated as we get close to the move to the new Civic Centre. Only £100,000 of the underspend will be carried forward to support any ongoing requirements to March 2027.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
628	Locality Hub ICT	**989**	**206**	**(783)**	**434**	**(228)**	Part of the underspend is a result of the review of staffing costs that can now no longer be charged to capital. The Adults digital front door, and data roadmap projects are in flight and remain on budget and to deliver agreed outcomes, as well as targeted efficiencies and savings within digital but delivery will largely happen in 2026/27. Underspend to be carried forward to 2026/27.
629	Leisure Insourcing ICT	**269**	**17**	**(252)**	**120**	**(103)**	This feeds into the wider Leisure programme following the insourcing of the service. Unspent budget is expected to be utilised in 2026/27 and will replace dysfunctional Audio and PA solution and Digital Signage. Underspend to be carried forward to 2026/27.
635	Mobile Replacement (Smart Phones / Devices)	**425**	**0**	**(425)**	**200**	**(200)**	Additional resources have been commissioned to support the Council in responding to cyber security challenges and for use of BYOD across the Council. Delays in commissioning of this support means that this budget will now not be required until 2026/27 to implement any recommendations. The council are also currently undertaking of review of phone/device types and usage as part of a wider strategy to reduce cost and aligned to new ways oof working. However, some devices will still need to be replaced and updated and £200,000 will be carried forward to 2026/27.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
636	Replacing Desktop AV / Screens in Offices	**300**	**0**	**(300)**	**100**	**(100)**	The Council have extended the life of desktop screens and therefore no spending in 2025/26. £150,000 of the underspend retained into 2026/27 until requirements of the Accommodation strategy and Ways of working is known
655	Data Centre Move	**212**	**119**	**(93)**	**104**	**15**	The budget remains in place to complete enabling activity to fully vacate River Park House and Alex house. Timescales will need to align with the move to the new civic centre and move of CCTV service. Unspent budget to be carried forward to 2026/27.
656	BT Big Switch Off	**1,546**	**623**	**(923)**	**867**	**(244)**	This is the Council complying with the statutory changes taking place across the Country. Legacy infrastructure comes to end of life in 2027 for the Council to maintain and deliver statutory services. The timeline is determined by national guidance provided to organisations across the country which the project team are aligned to. Unspent budget to be carried forward to 2026/27.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
657	Corporate Laptop Refresh	**1,719**	**43**	**(1,676)**	**278**	**(235)**	The original programme was due to replace laptops in accordance with the Councils depreciation of devices – year 5, However, the Council have been able to continue to support devises beyond this period. The Council have extended the life of laptops, where this has been possible to delay the cost of replacement; and work around the Council workforce strategy. The scheme was re-profiled, to allow for replacement of devices beyond their life (with many laptops now 7 years old). Unspent budget to be carried forward to 2026/27.
659	M365 Additional Functionality	**540**	**113**	**(427)**	**210**	**(97)**	The delay is because of the timeline of the migration of the Councils data to cloud. Phase 1 will migrate the councils on premise data to Cloud and has now concluded. The Data management, architecture and Governance will support the Councils use and data controls. Unspent budget to be carried forward to 2026/27.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
660	Capital support for Digital Outcomes (link to capitalisation, link to service modernisation and the reset.	**1,665**	**0**	**(1,665)**	**363**	**(363)**	The delay was based on the timeline of the migration of the Councils data to cloud. Phase 1 will migrate the councils on premise data to Cloud and has now concluded. The Data management, architecture and Governance will support the Councils use and data controls. £883,000 of the unspent budget carried forward to 226/27. Any requirement over and above this will need to be requested from capital contingency in line with the Capital Programme governance.
4011	Commercial Property Remediation	**4,000**	**193**	**(3,807)**	**164**	**29**	As reported at Quarter 3, feasibility studies for the identified sites have come back higher than anticipated and therefore further work is required before work is undertaken to review before any works progress. Unspent budget of £3.807m to be carried forward to 2026/27.
4012	Energy Performance Certificate improvements	**1,000**	**0**	**(1,000)**	**0**	**0**	
342	Public Protection - To replace life expired IT system	**730**	**323**	**(407)**	**317**	**6**	There have been some delays in progressing this project and therefore planned spend for 2025/26 is lower. Project now back on track and full budget expected to be spent in 2026/27.
509	Compulsory Purchase Order - Empty Homes	**1,000**	**0**	**(1,000)**	**350**	**(350)**	There has been no requirement to purchase homes in 2025/26 but budget needs to be retained for the duration of the CPO being in place.
316	Asset Management of Council Buildings	**7,477**	**4,449**	**(3,028)**	**4,580**	**(131)**	The unspent budget in 2025/26 is due to reprofiling spend for some significant projects which are now expected to run into

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
							future years and are currently on site or are subject to a review process. Work continues at full capacity and significant progression has been made in respect of clearing backlogged compliance and safety building fabric works to improve the condition of the estate. Unspent budget to be re-profiled to 2027/28 given a significant budget is already in place for 2026/27.
Finance & Resources		**28,882**	**8,879**	**(20,003)**	**11,618**	**(2,739)**	

2025/26 Capital Programme Funding

	2025/26 Final Outturn (£'000)
Funded By:	
Core Capital Programme Borrowing	8,830
Grants & Contributions from Non-departmental Public Bodies	50
Total	**8,879**

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APPENDIX 6 – ENVIRONMENT & RESIDENT EXPERIENCE DIRECTORATE FORECASTS.

ENVIRONMENT & RESIDENT EXPERIENCE

1.1. The table below provides the outturn position across the Environment and Resident Experience followed by more detailed explanations for any under or overspends.

Management Area	Revised 2025/26 Budget	Final Outturn after reserve transfers and adjustments	Base Budget (over/under-spend)	Non Delivery of Savings	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environment and Resident Experience	**18,200**	**24,027**	**2,713**	**3,114**	**5,827**	**500**	**5,327**
Parking & Highways	(16,051)	(12,322)	3,252	477	3,729	(1,456)	5,184
Community Safety, Waste & Enforcement	23,142	21,701	(1,441)	0	(1,441)	(694)	(747)
E&N Management & Support	(1,744)	972	600	2,116	2,716	2,283	433
AD Corporate & Customer Services	7,046	6,791	(415)	160	(255)	72	(327)
Carbon Management	0	0	0	0	0	0	0
Wellbeing and Climate	2,797	3,839	770	271	1,041	295	746
Transport and Travel	669	574	(94)	0	(94)	0	(94)
Planning Building Standards & Sustainability	2,340	2,472	42	90	132	(0)	132

1.2. Environment and Resident Experience have achieved an outturn position of £24.0m against revised revenue budgets of £18.2m resulting in an overspend of £5.8m for 2025/26. This reflects an adverse movement of £5.3m since Quarter 3 due to variances set out later in this report.

1.3. It should be noted that the non-delivery of savings column in the table above, does not include mitigations and over achievements on savings.

1.4. The movement is driven by a change in accounting principles furthering budget pressures previously reported. The accounting change is in relation to how the Council accounts for historic parking debt still to be collected and equates to a pressure of £3.7m within the Parking service. The pressures in Wellbeing and Climate (£1.041m) and Environment & Neighbourhood Management & Support (£2.7m) continue for reasons previously reported and the details of which are set out later in this report.

1.5. These pressures have been partially mitigated by £1.3m funding for pay awards and National Insurance increases for 2025/26, alongside £768,000 allocated for employer NI threshold changes and the overachievement of budgeted savings.

1.6. The Directorate exceeded its MTFS savings target for the financial year by £2.746m, driven by a combination of stronger-than-expected performance and identified mitigations to address shortfalls. The majority of this overachievement relates to a reduction in Housing Benefit accommodation costs and income relating to Parking enforcement.

1.7. **Highways, Parking and Traffic** reported an overspend of £3.729m, which essentially relates to the Parking service. The overspend represents an adverse movement of £5.184m from Q3. This is due to the correction of the historic baseline income budget for PCN income and the subsequent writing off of Penalty Charge Notices (PCNs) that were deemed unrecoverable or uneconomical to pursue, underachieving income target in CCTV income relating to PCNs and uncontrollable postage costs associated with statutory duties. The operational performance of the service showed a positive position with a substantial increase in PCN income against budget following adjustments to deployment plans and changes to statutory fees.

1.8. **Community Safety, Waste & Enforcement** achieved an underspend of (£1.441m), a favourable movement of £747,000 from Quarter 3. This was driven primarily by underspends in Regulatory Services (£1.265m) and Waste Enforcement (£444,000), which helped offset pressures in the Anti-Social Behaviour service, particularly relating to disputed income from Housing Services.

1.9. **Management & Support** overspent by £2.716m, an adverse movement of £433,000 from Q3. This is mainly due to the £2m savings target, 5% staff savings as part of a council wide drive to reduce costs. Some of the savings remain undelivered because the target was set based on gross spending on staff but a large proportion of the salary bill is funded through external grant, capital funding or self-financed income generation meaning that net spend and therefore scope for the 5% reduction is limited. However, the Directorate has identified mitigations and options for delivering the reductions through non staff savings which will be considered in 2026/27. Additionally, the application of digital savings targets, and an unplanned bad debt provision transferred from the Commercial Property Service add to the pressure.

1.10. **Wellbeing and Climate** overspent by £1.041m, an adverse movement of £746,000 from Quarter 3. This was driven by increased harmonisation costs in the insourced Leisure service and income shortfalls across Events, Parks, and Leisure services. The service has identified mitigating actions to address these pressures and are working to deliver these in 2026/27.

1.11. **Customer and Corporate Services** delivered an underspend of (£255,000), a favourable movement of £327,000 from Quarter 3. This was largely driven by unutilised growth funding allocated to the Debt Management service, primarily due to vacancies within the team.

1.12. **Planning and Building Standards** reported a small overspend of (£37,000), representing an adverse movement of the same value from Quarter 3. This was due to the unbudgeted recharge costs from the Climate Service, partially offset by a £94,000 underspend in Transport and Travel.

ENVIRONMENT & RESIDENT EXPERIENCE HOUSING BENEFIT (HB)

1.13. The table below shows the outturn position across the Environment and Resident Experience HB followed by more detailed explanations for any under or overspends.

Management Area	Revised 2025/26 Budget	Final Outturn after reserve transfers and adjustments	Base Budget (over/under-spend)	Non Delivery of Savings	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£’000		**£’000**	**£’000**	**£’000**	**£’000**	**£’000**
Environment and Resident Experience HB	**1,829**	**(1,517)**	**(3,345)**	**0**	**(3,345)**	**(1,464)**	**(1,882)**
Rent Rebate LA	(465)	(269)	196	0	196	240	(44)
Rent Allowances	2,032	(1,307)	(3,339)	0	(3,339)	(1,457)	(1,882)
HRA Rent Rebates	262	59	(202)	0	(202)	(247)	45

1.14. The final Housing Benefit subsidy outturn position is a £3.345m underspend on the 2025/26 budget, and a £1.882m improvement in the position reported at Quarter 3.

1.15. The primary driver of the improvements is a £1.21m reduction in the bad debt provision. This has occurred as the service shave continued to accelerate the migration of Housing Benefit claims to Universal Credit has resulted in a reduction in the volume of overpayment debt being created and has reduced the expected subsidy loss on overpayments by £589,000. The spend on supported exempted housing also reduced compared to the Quarter 3 forecast.

The underspend on the budget is also due to concerted efforts to correct historic accounting and processing errors identified in 2024. These included the accounting treatment on the Housing Benefit account and local authority errors in establishing eligibility. Following this the Council implemented an improvement process to ensure the accounting principles were improved and administration of the account was enhanced, minimising the impact of Local Authority errors and overpayments. This year the service has seen a one-off income adjustment of £1.56m from the DWP as a prior year overpayment subsidy adjustment. Additionally, there has continued to be good progress made on staff training and appropriate designations of properties offering supported exempt housing as well as tighter and more accurate accounting.

2025/26 Savings

1.16. Against a full year savings target of £5.4m, the directorate have achieved £5.8m representing an overachievement of £400,000. A total of 43% of savings were delivered with the additional income coming from either partial delivery on the remaining items, over delivery on savings classified as achieved or through mitigation. The largest pressures relate to the 5% salary savings mentioned above, the application of historic savings undelivered by the digital and transformation team and the allocation of apportioned savings relating to the undelivered Community Hubs saving. The table below sets out the full details of the savings and delivery.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	2025/26 Additional Savings Delivery OVER TARGET £'000s	Comment on Delivery RAG Status
New products at Bury Road CP - Police/Retail employees	-5	-5	0	Green	-11	Complete and overachieved

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	2025/26 Additional Savings Delivery OVER TARGET £'000s	Comment on Delivery RAG Status
Reduce Gully cleansing at low risk locations	-25	-25	0	Green		Complete and achieved
Remove pause on PCN challenge periods - reduction in 50% discounts given	-50	-50	0	Green	-215	Complete and overachieved
New x3 bus lanes	-75	0	-75	Red		Deferment of implementation of bus lanes to 202627.
HGV Locations/Box Junctions	-120	-18	-102	Red		Compliance achieved quicker than forecast.
Visitors Vouchers Pricing Structure change	-50	-50	0	Green	-241	Complete and overachieved
PCN Debt Recovery Parking strategy (compliance increase)	-100	-100	0	Green	-200	Complete and overachieved
Property Licensing Reviews	-100	-100	0	Green		Complete and achieved
Private sector Housing Compliance income	-13	-13	0	Green	-77	Delivered and overachieved.
Growth in Commercial Waste	-10	-10	0	Green		Complete and achieved
More enforcement on unsecured trade waste	-25	-25	0	Green		Complete and achieved
Digital Transformation Savings (redistributed from Culture, Strategy and Communities)	-484	0	-484	Red		Digital transformational savings developing a roadmap to achieve the savings through digital solutions. The roadmap for the delivery of these top-sliced savings is approaching two years behind schedule
Events Income increases	-25	-10	-15	Red		There are plans to introduce a range of events in the parks, and the service is engaging with the relevant stakeholders. The team is developing a pipeline of events for future years.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	2025/26 Additional Savings Delivery OVER TARGET £'000s	Comment on Delivery RAG Status
Bring in house football pitch bookings	-3	-3	0	Green		Completed
Introduction of dog walking licenses for 4 or more dogs	-2	0	-2	Red		Delayed due to the delayed start of the Arcus system which will be delivered in 2026/27
Licensing of fitness trainers and companies operating in parks	-3	0	-3	Red		Delayed due to the delayed start of the Arcus system which will be delivered in 2026/27
New product lines for Fusion car parks - bus drivers and CONEL staff	-5	-5	0	Green		Completed and achieved
Evening rental to Bernie Grants Arts Centre	-5	-5	0	Green		Completed and achieved
Long term lease on Parks Vehicles	-6	0	-6	Red		Mitigated through holding vacancies in the staffing structure. Will be achieved in 2027/28 through new corporate vehicle hire contract.
Reintroduce Tennis Court Charging	-10	-10	0	Green		Completed and achieved
Review of Parks Workshop function to reduce costs	-30	-30	0	Green		Completed and achieved
Use more of Finsbury Park income for core council cost of running park	-50	-50	0	Green		Completed
Purchase large mowing equipment and utility vehicles which have traditionally been hired on a seasonal basis.	-20	-20	0	Green		Completed
Events in parks	-50	-5	-45	Red		See above comment relating to Events and Parks.
Crematorium Lease and Parks Property increases	-14	-14	0	Green		Completed

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	2025/26 Additional Savings Delivery OVER TARGET £'000s	Comment on Delivery RAG Status
Small Green Space Improvement Programme	-50	-50	0	Green		Completed
New River Sports Centre - Net cost Reduction	-40	-40	0	Green		Completed
Customer Services Reviews	-160	0	-160	Red		Past initiatives expected to reduce demand on customers services to enable downsizing the workforce have been insufficient. Reducing the public's demand for support from Customer Services requires significant resource-intensive work across many services, and investment in digital transformation. This is now a priority of the Service Modernisation programme and the Council's Financial Sustainability Plan. .
Street Lighting - Energy Efficiencies	-67	-67	0	Green		Completed
PARKING SERVICE OPERATIONAL ENHANCEMENT - A review of parking operations to optimise efficiency levels through increased use of technology and changes to deployment plans	-300	-300	0	Green	-822	Complete and overachieved
Streamlining paper parking permit processing	-300	-300	0	Green		Reduction of 4 staff implemented in October 2025.
Parking Fees & Charges Parking and Highways Fees and Charges review to ensure Controlled Parking Zone costs are fully recovered.	-500	-500	0	Green	-600	Complete and overachieved
Leisure Concessions: reprofile concessionary pricing to those on means-tested benefits	-200	0	-200	Red		This saving from concessions work is deferred to 2026/27.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	2025/26 Additional Savings Delivery OVER TARGET £'000s	Comment on Delivery RAG Status
Reprocure to reduce the cost of our Out of Hours emergency contact handling service	-28	-28	0	Green		Complete
Reduction in Housing Benefit accommodation costs through creation of a focused team dedicated to providing a more in-depth and ongoing assessment of Housing Benefit Supported Accommodation claims, to ensure high quality, appropriate and compliant supported housing is being provided to residents who need it.	-200	-200	0	Green	-1,300	Complete and overachieved
ERE 5% Staff Savings	-1,833	-361	-1,472	Amber		E&RE is a directorate which generates a substantial income for the organisation through deployed/employed staffing. The original 5% target was set based on gross spend rather than taking account of the income associated with these posts. Therefore, achieving 5% cannot realistically be achieved and other non staffing mitigations are being considered for 2026/27.
ERE Staffing review (Directorate Service review)	-167	-167	0	Green		Complete
ERE share of 5% Placemaking & Housing staff savings - £630k	-32	-32	0	Green		Complete
Stop sending letters to residents notifying of nearby planning applications and consultation	-10	-10	0	Green		Complete

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	2025/26 Additional Savings Delivery OVER TARGET £'000s	Comment on Delivery RAG Status
Localities Hub (2026/27 relates to children's as closing a children's Centre and is assumed delivered, in 2025/26 – the £250k remains	-250	0	-250	Red		This corporately-led project was cancelled in December 2024, having found the saving to be undeliverable. The saving has therefore been removed from the budget for 2026/27.
TOTAL	**-5,417**	**-2,603**	**-2,814**	**Amber**	**-3,466**	

CTRS Savings

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	2025/26 Additional Savings Delivery OVER TARGET £'000s	Comment on Delivery RAG Status
Council Tax Reduction Scheme (CTRS) Pre agreed	-2,000	-2,000	0	Green	-2,360	The scheme's value is £4.4m less than in 2025/26 and therefore exceeds the £2m saving this year.
TOTAL	**-2,000**	**-2,000**	**0**	**Green**	**-2,360**	

2025/26 Capital Provisional Outturn Position

1.17. The Environment and Resident Experience Directorate have achieved an outturn position of £16.6m against revised capital budgets of £26.4m resulting in £9.8m of capital budgets being unspent in the year. A summary of the reasons for the variation is set out in the table below:

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
301	Street Lighting	**1,012**	**1,009**	**(3)**	**1,012**	**(3)**	
302	Borough Roads	**5,351**	**5,358**	**7**	**5,351**	**7**	
303	Structures (Highways)	**1,730**	**703**	**(1,027)**	**841**	**(138)**	Cornwall Rd bridge strengthening delivered in 2025/26, Wareham Rd structural repairs to bridge over new river to be delivered in 26/27 and delayed due to specialist sub-contractor availability and permission from Thames Water. Other bridge repairs will need to be delivered in 2026/27 and the underspend is needed to undertake all this work.
304	Flood Water Management	**1,200**	**1,293**	**93**	**1,050**	**244**	Additional works was undertaken on SUDs – Sustainable Drainage Systems features delivered including planting and additional gully repairs.
305	Borough Parking Plan	**268**	**123**	**(145)**	**193**	**(70)**	Funding in 2026/7 will be required to deliver red routes and CPZ reviews.
307	CCTV	**0**	**57**	**57**	**57**		
309	Local Implementation Plan(LIP)	**2,033**	**2,020**	**(13)**	**1,983**	**37**	
310	Developer S106 / S278	**250**	**605**	**355**	**250**	**355**	During the financial year, additional works were undertaken over and above the assumed level of work when the budget was set. The additional works undertaken were funded from the S106 contributions so there is no impact on the Council's financial position.
311	Parks Asset Management:	**740**	**400**	**(340)**	**538**	**(139)**	Slippage request for the funding of ongoing/in-flight/committed projects due to resourcing and governance delays at Lordship Rec Changing Places (£106k), Local Nature Reserve (£16k),

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
							Tottenham Parks contribution to White Hart Lane (£100k), Parking Controls at Markfield Park and Muswell Hill Playing Fields (£10k), borough-wide pathway works (£50k) and borough-wide bins roll-out (£50k).
313	Active Life in Parks:	**1,869**	**544**	**(1,325)**	**402**	**142**	Slippage request for the funding of ongoing/in-flight/committed projects due to resourcing and governance delays at Highgate BMX (£102k), Highgate play (£59k), Belmont PlayZone (£317k), Bruce Castle PlayZone (£306k), Downhills Park PlayZone (£284k), Hartington Park PlayZone (£236k), Tottenham Parks continuation to White Hart Lane (£100k) and Wood Green Common (£6k), noting that £923,945k of this is Football Foundation grant-funding).
314	Parkland Walk Bridges	**1,196**	**1,036**	**(160)**	**657**	**379**	Delays on project delivery due to contractor issues and claims have resulted in slippage. This slippage is required to deliver on the committed programme in 2026/27.
322	Finsbury Park	**300**	**173**	**(127)**	**263**	**(90)**	Income generated in Finsbury Park is legally required to be spent within the park.
328	Street & Greenspace Greening Programme	**232**	**273**	**41**	**142**	**131**	
332	Disabled Bay/Blue Badge	**305**	**84**	**(221)**	**137**	**(54)**	There is a backlog of requests for dedicated disabled bays, current resource level has limited.
333	Waste Management	**98**	**0**	**(98)**	**0**		
334	Parks Depot Reconfiguration	**57**		**(57)**	**57**	**(57)**	Slippage request for the funding of ongoing/in-flight/committed projects due to delays in providing additional security to parks depots to prevent further thefts of parks machinery which over the last 18 months have depleted equipment levels by 60%

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
335	Streetspace Plan	**2,717**	**282**	**(2,435)**	**462**	**(180)**	Funding allocated as part of a 5-year programme in the Streets for People Investment Plan, delay in implementation 2025/26 due to resources and decision processes, implementation programmed for 2026/7.
336	New River Sports & Fitness	**918**	**67**	**(851)**	**97**	**(30)**	Require funds to be carried forward to meet contractual commitments with contractors for delayed project work and ensure successful delivery of project to meet MTFS targets.
338	Road Danger Reduction	**631**	**251**	**(380)**	**445**	**(193)**	Funding allocated as part of a 5-year programme in the Streets for People Investment Plan Delay in implementation 2025/26 due to resources and decision processes, implementation programmed for 2026/7.
341	Leisure Services	**2,047**	**1,693**	**(354)**	**1,992**	**(299)**	Require funds to be carried forward to meet contractual commitments with contractors. Full budget allocation required to be carried forward to ensure successful delivery of projects to meet MTFS and health & safety requirements.
343	Tottenham Parks	**1,500**	**173**	**(1,327)**	**229**	**(55)**	Slippage request for the funding of ongoing/in-flight/committed projects due to resourcing and governance delays at Belmont Rec (£70k), Bruce Castle Park (£259k), Chestnuts Park (£117k), Downhills Park (£215k), Lordship Rec (£215k), Markfield Park (£182k), Paignton Park (£73k), White Hart Lane Rec (£100k) and £96k contingency.
345	Replacement Parks and Housing Machinery	**300**	**45**	**(255)**	**300**	**(255)**	Slippage request for the funding of ongoing/in-flight/committed projects due to resourcing and governance delays in procuring equipment to under grounds maintenance within parks and housing estates as part of the SLA funded by the HRA.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
346	Waste Vehicles and Bins	**0**	**91**	**91**	**0**	**91**	The cost of works to the depot to upgrade infrastructure was originally assumed to be undertaken in 2026/27. However, works were actually required in 2025/26. The works are to be funded from the contingency and the budget in 2026/27 for new Waste Vehicles and Infrastructure will be reduced by £91,000. The expenditure is funded by borrowing.
119	School Streets	**361**	**41**	**(320)**	**226**	**(185)**	Funding allocated as part of a 5-year programme in the Streets for People Investment Plan. Delay in implementation 2025/26 due to resources and decision processes, implementation programmed for 2026/7.
452	Low Carbon Zones	**113**	**0**	**(113)**	**0**	**0**	'Warm Homes Local' superseded the original intention for this budget allocation. Funding will be re-attributed based on data analysis collated from the Private Sector Housing.
455	Replacement Cloud based IT solutions for Planning, Building Control & Land Charges	**60**	**60**	**0**	**0**	**60**	
4008	Wood Green Decentralised Energy Network (DEN)	**0**	**8**	**8**	**0**	**8**	This is funded by the HNIP commercialisation grant
4014	Walking and Cycling Action Plan (WCAP) LTN delivery	**609**	**236**	**(373)**	**252**	**(16)**	Funding allocated as part of a 5-year programme in the Streets for People Investment Plan, delay in implementation 2025/26 due to resources and decision processes, implementation programmed for 2026/7.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative to explain movements from Q3 to outturn and make clear where carry forwards have been requested
4015	Walking and Cycling Action Plan (WCAP) Strategic cycle route delivery	**433**	**22**	**(410)**	**153**	**(131)**	Funding allocated as part of a 5-year programme in the Streets for People Investment Plan, delay in implementation 2025/26 due to resources and decision processes, implementation programmed for 2026/7.
4016	Walking and Cycling Action Plan (WCAP) Cycle Parking (Hangers) delivery	**118**	**0**	**(118)**	**118**	**(118)**	Funding allocated as part of a 5-year programme in the Streets for People Investment Plan, delay in implementation 2025/26 due to resources and decision processes, implementation programmed for 2026/7.
Environment & Resident Experience		**26,448**	**16,649**	**(9,799)**	**17,205**	**(556)**	

2025/26 - 29/30 (GF) CAPITAL FUNDING

		2025/26 Final Outturn (£'000)
Funded By:		
Core Capital Programme Borrowing		10,605
Community Infrastructure Levy (CIL)		961
Capital Grants from Central Government Departments		992
Capital Funding from GLA ,TfL & Other LA's		2,020
Revenue Contribution to Capital Outlay (RCCO)		173
Grants & Contribs from Non-departmental Public Bodies		343
Developer Contributions (S106 & S278)		1,556
Total		**16,649**

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Appendix 5 – Corporate Budget Forecasts

1.1. The table below provides the outturn position across the Corporate budgets followed by more detailed explanations for any material under or overspends.

Management Area	Revised 2025/26 Budget	25/26 Final Outturn	Base Budget (over/under-spend)	Non Delivery of Savings	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£’000	**£’000**	**£’000**	**£’000**	**£’000**	**£’000**	**£’000**
Corporate Budgets	**44,152**	**36,195**	**(13,246)**	**5,289**	**(7,957)**	**2,976**	**(10,934)**
Capital Financing Charges (borrowing costs and MRP)	22,072	17,655	(4,417)	0	(4,417)	(2,034)	(2,383)
Contingency	6,049	0	(11,338)	5,289	(6,049)	2,724	(8,773)
Treasury Management Charges (borrowing costs and investment income)	17,571	14,615	(2,956)	0	(2,956)	(5,357)	2,401
Parking Bad Debt Provision	0	11,133	11,133	0	11,133	9,900	1,233
Other Corporate Budgets (BAU)	35,480	33,379	(2,101)	0	(2,101)	(2,256)	156
Exceptional Finance Support	(37,020)	(40,587)	(3,567)	0	(3,567)	0	(3,567)

1.2. When Exceptional Financial Support is excluded, the Corporate budgets achieved an outturn position of £76.8m against revised revenue budgets of £81.2m resulting in an underspend of £4.39m for 2025/26 reflecting a positive movement of £7.4m since Quarter 3. With Exceptional Finance of £40.6m added, the Corporate position is reported as an underspend of £7.96m. The key movements and variations at outturn are as follows:

1.3. Capital Financing Charges consists of mainly the Council’s budget for Minimum Revenue Provision (MRP) which is the provision for the repayment of the principal on loans. The overall underspend is a result of a change in the Council’s MRP policy that was agreed by Council in March 2025 but was not reflected at the time the budget was set.

1.4. Contingency – the Council’s corporate contingency for 2025/26 was £10.1m when the budget set in March 2025. Use of the contingency through the year for unplanned spend has been reported through previous quarterly reports. During Quarter 4, the contingency allocation has been used for the following items and at the end of the year £6.049m remains which has been utilised to support the overall end of year deficit.

- £679,374 funding Enterprise Resource Programme costs in 2025/26.
- £271,559 funding for London Borough of Culture which was already committed but the council funding is lower than anticipated.
- £122,000 funding for Finance transformational support.
- £121,500 funding for Customer Services additional staffing requirements.
- £95,625 funding for investment in NEC's Resource Resilience Service to support Housing Benefit administration.
- £54,000 funding for posts associated with North London Waste Authority disaggregation of IT services.
- £6,611 funding for procurement and new LIFT dashboard and Better Off Calculator contract which helps target government support funding to residents.
- £7,000 funding for developing the power BI dashboard for salary monitoring.
- £6,000 funding for two additional roles in the Feedback and Resolutions Team to tackle a backlog of stage two complaints

1.5. Treasury Management Charges – this budget covers both the borrowing costs on existing or new loans taken out in year and the income received from investment of the Council's balances in year. The overall underspend of £3m is a combination of both lower borrowing costs (£1.9m) and increased income from investments (£1.3m) as balances have been higher on occasions in the year compared to the cashflow forecast when the budget was set. The £2.4m adverse movement since Quarter 3 is a result of higher than forecast payments in the final quarter, which is not uncommon given the nature of capital spend and the end of year also sees high volumes of invoices settled before the accounts are closed. There has also been a steady increase in borrowing costs across the year. In Quarter 4 the global conflict and economic conditions have meant that the borrowing rate has been around 5%, compared to 4.35% at the start of the year and an assumed average for the year of 4.5%. It should be noted that since April 2026, there have been further increases in borrowing costs, averaging at 5.6% which is above the average set for the budget of 5% and therefore necessary action must be taken to review the capital programme to reduce the borrowing requirement, as well as continuing the range of spending controls in place to reduce the EFS requirement in year.

1.6. Other Corporate Budgets – this line consists of a range of non-services budgets, including London Wide and local levies the largest being the Council's contribution to North London Waste Authority at £11.3m. There is an overspend of £1.97m related to redundancy any other costs associated with the closure of three schools in the borough. Where possible, costs are expected to be absorbed by the Dedicated Schools Grant but in 2025/26, almost £2m remained for the Council to fund. Bank charges from accepting electronic payments continues to be above budget and an overspend of just over £400,000. Additional budget has been included for 2026/27 recognising this is the Council's preferred method for accepting payments but the contract with the provider has also been re-negotiated which will reduce costs by an average of £500,000 per year. The cost of External Audit was £287,000 higher than budget and recognises the additional work required to give External Auditors the assurance over accounts and value for money assessment following four years of incomplete audits. Finally, in March Government reclaimed a surplus Covid grant that had not been anticipated following their reconciliation exercise.

1.7. Parking Bad Debt Provision – work was undertaken during the year to analyse the parking debt balances and has resulted in a requirement for a net £11.2m additional bad debt provision. This is an increase of £1.3m from £9.9m forecast at Quarter 3 and results in a total bad debt provision on the balance sheet for parking bad debts at year end of £49.8m. Where this analytical work has identified errors in prior years, they will be corrected prior to the publication of the 2025/26 annual parking accounts report to ensure that they are compliant with legislation.

1.8. These pressures have been mitigated by underspends on the Corporate overhead allocation as more eligible costs were charged to the Dedicated Schools Gant and Pension Fund; a £640,000 underspend on levies predominately due to a lower actual NLWA levy of £11.3m which was only notified after the budget of £12m had been set, and £2.5m lower cost on other technical adjustments associated with operational and financial leases. These pressures and mitigations have resulted in an overall underspend of £2.1m.

1.9. Exceptional Financial Support (EFS) – when the Council agreed the 2025/26 budget in 2025/26, an in-principle agreement from MHCLG was received to utilise £37.020m of Exceptional Financial Support to balance the budget. Throughout the year, forecasts have shown that the level of EFS required to balance at the year-end has increased and at Quarter 3, this was estimated at £54m and MHCLG agreed in principle this higher level in February 2026. The provisional outturn is now known (subject to External Audit) and the requirement is now £40.6m to cover the deficit at year end. An update will be provided to MHCLG over the next few weeks and the final capitalisation direction will be received once the 2025/26 External Audit has been completed in February 2027. Some of the improvements since Quarter 3 are expected to be from the financial controls that have been in place across the organisation through the year and these will continue but during 2026/27 but all services must improve accuracy of in year forecasts to avoid unnecessary increases in EFS being requested in year.

2025/26 Savings

1.10. Against a full year savings target of £5.7m, the achievement on savings is 8%, which demonstrates poor delivery against the Council's cross cutting savings. These must be the focus for delivery in 2026/27 and is a key part of the Council's new Financial Sustainability Plan. The nature of cross cutting savings require all services to engage and held accountable for delivery. The table below sets out the full details of the savings and delivery.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Enabling Services Review - This proposal will review staff who provide enabling services support to the organisation to develop new delivery models that will reduce duplication across services and ensure efficient support to all frontline services across the organisation.	(1,000)	(100)	(900)	Red	Work has commenced on this programme, albeit delayed as a result of shortage in resources and capacity. Options for 'Project Management', which is not a single function but includes teams/capacity distributed across the council has commenced and new model within smaller financial envelope will be in place from September 2026 for Finance and Resources and deliver the assumed savings of £250,000. Phase 2 will then look at wider efficiencies with this cohort of staff across the Council. The next function to be subject to review is Business Support. This is also underway and Directorate workshops took place in early 2026 to define the model of business support going forward and within a smaller financial envelope.
Commissioning Modernisation Programme. This project will be delivered as two workstreams. Workstream 1 will review all existing contracts to ensure value for money. Workstream 2 will put in place increased governance to ensure that for all new contracts all commissioning options have been considered, outcomes for residents offer value for money and are affordable and improve contract management arrangements of suppliers.	(3,000)	0	(3,000)	Red	The focus of 2025/26 has been on establishing the strong foundations for this three year programme and all four pillars of the programme are now progressing. The new Commissioning Panel is in place and reviewing all commissioning activity greater than £160,000 and each new / extended commission will need to present options for a 5% reduction in spend. Some savings have been achieved through review of existing contracts in 2025/26, although this will be short of the £3m target. To date, this equated to cost avoidance of 1,025,488. Cashable savings to date are £390,000 Updated projected savings of agency fees for interim staff is £782,000. Directorate targets are being developed based on pipeline of commissioning activity over the next 2 years and these targets will enable the full delivery of £9.2m of savings by 2028/29.

Description	2025/26 FY Savings Target £'000s	2025/26 Projected Full Year Savings Delivery UP TO TARGET £'000s	2025/26 Shortfall	RAG Service Saving Status (Delivery of 2025/26 Saving)	Comment on Delivery RAG Status
Staffing Efficiencies - 5% staffing reductions	(100)	0	(100)	Red	This is the residual 5% savings that are held corporately and has not been allocated to Directorates and will need to be allocated in 2026/27. It has been mitigated in 2025/26 through the use of contingency.
Income Generation - Review across all services to identify commercial opportunities to expand existing income sources and new opportunities, with a focus on attracting external funding, charges reflecting the true cost of services and improving collection of income whilst also protecting those at risk of financial hardship.	(500)	0	(500)	Red	Lack of dedicated resources is holding up the pace of this work and in 2026/27 will be part of the Council's Financial Sustainability Plan to identify opportunities and led by a nominated Corporate Director and Director. Progress will be reported as part of the Quarter 1 report to Cabinet in September.
Previously agreed commercial income savings	(789)		(789)	Red	This saving is now being delivered through the wider income generation programme referenced above.
Digital Together - Corporate Programme	(360)	(360)	0	Green	This saving was never allocated to individual services has now been superseded by the Service Modernisation Programme but has been mitigated in year through use of contingency and either will need to be delivered longer term through the Service Modernisation Programme or written out of financial plans as part of the 2027/28 budget planning process.
TOTAL	**-5,749**	**-460**	**-5,289**	**Red**	

1.11. The agreed savings target per programme are set out below:

- Enabling Services £1.0m Target
- Contract and Procurement £3.0m Target
- Commercial income £1.29m.

1.12. Work is underway and part savings have been identified for the three cross cutting savings as highlighted above. These are currently held corporately pending confirmation of which service budgets will be impacted.

2025/26 Capital Provisional Outturn Position

1.13. Corporate budgets have achieved an outturn position of £44.6m against revised capital budgets of £58.9m resulting in £14.4m of capital budgets being unspent in the year. A summary of the reasons for the variation is set out in the table below:

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Under spend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
696	Flexible Capital Receipt (FUCR)	**0**	**3,965**	**3,965**	**0**	**3,965**	Use of capital receipts flexibility in 2025/26 was £611,000 contribution to Strategic Asset Management and ongoing implementation of the Strategic Asset Management and Improvement Plan, £707,000 towards the Children's Transition Project and £2,646m Corporate support for transformation and the change function (£2m).
697	Exceptional Financial Support	**54,000**	**40,587**	**(13,413)**	**54,000**	**(13,413)**	In February 2026, MHCLG agreed in principle £54m of EFS for 2025/26 based on the latest forecast at the time of submission. The provisional outturn has shown that only £40.6m is required and is more in line with the £37m assumed when the budget was set. The revised figure will be confirmed with MHCLG and the final capitalisation direction is not expected until the 2025/26 External Audit is complete in February 2027 and outturn finalised.

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Under spend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
699	Capital Programme Contingency	**4,915**	**0**	**(4,916)**	**10,837**	**(10,837)**	The capital contingency for 2025/26 was set at £4.9m. However, none was required in year and therefore will be carried forward to 2026/27 subject to approval by Cabinet.
Corporate Items		**58,915**	**44,552**	**(14,363)**	**64,837**	**(20,285)**	

2025/26 CAPITAL FUNDING

	2025/26 Final Outturn (£'000)
Funded By:	
Core Capital Programme Borrowing	40,587
Capital Receipts	3,965
Total	**44,552**

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Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
101	Primary School - repairs & maintenance	3,723	3,293	(430)	174	(256)
102	Primary School – modernisation and enhancements (including SEND)	3,496	1,670	(1,826)	1,826	(0)
104	Early years	25	25	(0)	0	(0)
105	Reinforced Autoclaved Aerated Concrete (RAAC) in Schools	251	448	197	(197)	(0)
110	Devolved Capital budget to schools	504	504	0	0	0
114	Secondary School - modernisation & enhancements (including SEND)	2,210	1,320	(890)	890	(0)
121	Pendarren House	229	88	(141)	141	(0)
124	In-Borough Residential Care Facility	381	25	(356)	356	0
125	Safety Valve Programme	3,446	3,411	(35)	35	0

Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
126	Children’s Services Liquid Logic Implementation	220	22	(198)	0	(198)
127	Art Council Music Hub	579	307	(272)	272	0
Children's Services		**15,064**	**11,114**	**(3,950)**	**3,497**	**(453)**
201	Aids, Adaptations and Assistive Technology -Home Owners (DFG)	3,850	3,526	(324)	324	(0)
211	Community Alarm Service	177	0	(177)	0	(177)
213	Canning Crescent Assisted Living	682	599	(83)	83	0
225	Locality Hub	338	(2)	(340)		(340)
226	Initiatives under Housing Demand Programme	4,850	0	(4,850)	4,850	0
Adults, Housing & Health		**9,897**	**4,123**	**(5,773)**	**5,257**	**(516)**
301	Street Lighting	1,012	1,009	(3)	0	(3)

APPENDIX 2

Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
302	Borough Roads	5,351	5,358	7	0	7
303	Structures (Highways)	1,730	703	(1,027)	1,027	0
304	Flood Water Management	1,200	1,293	93	(93)	0
305	Borough Parking Plan	268	123	(145)	145	(0)
307	CCTV	0	57	57	0	57
309	Local Implementation Plan (LIP)	2,033	2,020	(13)	0	(13)
310	Developer S106 / S278	250	605	355	(355)	0
311	Parks Asset Management:	740	400	(340)	340	(0)
313	Active Life in Parks:	1,869	544	(1,325)	1,325	0
314	Parkland Walk Bridges	1,196	1,036	(160)	160	0
322	Finsbury Park	300	173	(127)	0	(127)
328	Street & Greenspace Greening Programme	232	273	41	(41)	(0)

Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
332	Disabled Bay/Blue Badge	305	84	(221)		(221)
333	Waste Management	98	(0)	(98)	98	(0)
334	Parks Depot Reconfiguration	57	0	(57)	0	(57)
335	Streetspace Plan	2,717	282	(2,435)	2,435	(0)
336	New River Sports & Fitness	918	67	(851)	851	0
338	Road Danger Reduction	631	251	(380)	380	0
341	Leisure Services	2,047	1,693	(354)	354	(0)
343	Tottenham Parks	1,500	173	(1,327)	1,327	0
345	Replacement Parks and Housing Machinery	300	45	(255)	0	(255)
346	Waste Vehicles and Bins	0	91	91	(91)	0
119	School Streets	361	41	(320)	320	0
444	Marsh Lane	0	0	0	0	0

Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
452	Low Carbon Zones	113	0	(113)	113	0
455	Replacement Cloud based IT solutions for Planning, Building Control & Land Charges	60	60	0	0	0
4008	Wood Green Decentralised Energy Network (DEN)	0	8	8		8
4014	Walking and Cycling Action Plan (WCAP) LTN delivery	609	236	(373)	373	0
4015	Walking and Cycling Action Plan (WCAP) Strategic cycle route delivery	433	22	(410)	410	(0)
4016	Walking and Cycling Action Plan (WCAP) Cycle Parking (Hangers) delivery	118	0	(118)	118	0
Environment & Resident Experience		**26,448**	**16,649**	**(9,799)**	**9,196**	**(603)**

Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
402	Tottenham Hale Streets	1,165	882	(283)	283	0
404	Good Economy Recovery plan	82	16	(66)	0	(66)
406	Opportunity Investment Fund	1,358	150	(1,208)	1,208	0
408	Down Lane Park	300	316	16	(16)	(0)
421	HRW Acquisition	5,900	1,452	(4,448)	4,448	0
430	Wards Corner Development	238	0	(238)	0	(238)
431	Gourley Triangle Development	253	0	(253)	0	(253)
447	Alexandra Palace - Maintenance	470	470	0	0	0
448	Pride in Place	1,500	0	(1,500)	1,500	0
458	SIP - Northumberland PK BB & WorkSpace/Biz Support	921	200	(721)	0	(721)
464	Bruce Castle	228	192	(36)	36	0

APPENDIX 2

Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
474	Tottenham High Road Strategy	1,603	1,500	(103)	103	(0)
480	Wood Green Regen (2)	4,144	2,190	(1,953)	1,953	(0)
483	Productive Valley Fund	816	0	(816)	816	0
488	Liveable Seven Sisters (LSS)	216	119	(97)	97	(0)
493	Bruce Grove Yards (BGY)	1,624	1,919	295	(295)	0
330	Civic Centre Works	27,628	25,603	(2,025)	2,025	0
630	Libraries IT and Buildings upgrade	719	37	(682)	682	(0)
631	Ally Pally - Counter Terrorism	763	763	0	0	0
632	Ally Pally - Risk to Life and Injury	382	382	(0)	0	(0)
633	Ally Pally - Risk to Compliance	517	517	0	0	0
634	Ally Pally - Invest to Earn	0	0	0	0	0
4005	SME Workspace Intensification	1,633	55	(1,578)	1,578	(0)
4010	Selby Urban Village Project	7,057	1,060	(5,997)	5,997	0

Culture, Strategy & Communities		59,518	37,825	(21,693)	20,415	(1,278)
Scheme Re. No.	**Scheme Name**	**2025/26 Full year Revised Budget (£'000)**	**2025/26 Provisional Outturn (£'000)**	**Budget Variance (Underspend) / Overspend (£'000)**	**Capital Slippage Agreed by the S151) (£'000)**	**Revised Variance (Underspend) / Overspend after Slippage (£'000)**
602	Corporate IT Board	1,263	166	(1,097)	0	(1,097)
604	Continuous Improvement	1,163	639	(524)	0	(524)
621	Libraries IT and Buildings upgrade	1,092	708	(384)	0	(384)
607	Financial Management System Replacement	114	(2)	(116)	0	(116)
624	Digital Together	120	0	(120)	0	(120)
625	CCTV Move and Replacement of end-of-Life Infrastructure	1,466	0	(1,466)	1,466	(0)
626	Corporate Data Platform	1,098	1,078	(20)	0	(20)
627	Hybrid AV between now and Civic Centre coming online	694	205	(489)	0	(489)

Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
628	Locality Hub ICT	989	206	(783)	783	(0)
629	Leisure Insourcing ICT	269	17	(252)	252	0
635	Mobile Replacement (Smart Phones / Devices)	425	0	(425)	200	(225)
636	Replacing Desktop AV / Screens in Offices	300	0	(300)	150	(150)
655	Data Centre Move	212	119	(93)	93	0
656	BT Big Switch Off	1,546	623	(923)	923	(0)
657	Corporate Laptop Refresh	1,719	43	(1,676)	1,676	0
659	M365 Additional Functionality	540	113	(427)	427	(0)
660	Capital support for Digital Outcomes	1,665	0	(1,665)	833	(833)

Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
4011	Commercial Property Remediation	4,000	193	(3,807)	3,807	0
4012	Energy Performance Certificate improvements	1,000	0	(1,000)	0	(1,000)
342	Public Protection - To replace life expired IT system	730	323	(407)	407	0
509	CPO - Empty Homes	1,000	0	(1,000)	1,000	0
316	Asset Management of Council Buildings	7,477	4,449	(3,028)	0	(3,028)
Finance & Resources		**28,882**	**8,879**	**(20,003)**	**12,017**	**(7,987)**
696	Flexible Capital Receipt (FUCR)	0	3,965	3,965	0	3,965
697	Exceptional Financial Support	54,000	40,587	(13,413)	0	(13,413)

APPENDIX 2

Scheme Re. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Capital Slippage Agreed by the S151) (£'000)	Revised Variance (Underspend) / Overspend after Slippage (£'000)
699	Approved Capital Programme Contingency	4,915	(0)	(4,916)	4,916	0
Corporate Items		58,915	44,552	(14,363)	4,916	(9,447)
TOTAL GF CAPITAL PROGRAMME		**198,724**	**123,142**	**(75,581)**	**55,298**	**(20,284)**

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	Note	Balance at 31/03/24	Transfer In 2024-25	Transfer Out 2024-25	Balance at 31/03/25	Transfer In 2025-26	Transfer Out 2025-26	Forecast Balance at 31/03/26
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund Reserve	i	(15,169)	0	0	**(15,169)**	0	0	**(15,169)**
General Fund earmarked reserves:								
Risks and Uncertainties								
Transformation reserve	iii	(5,037)	0	5,037	**0**	(4,243)	0	**(4,243)**
Labour market growth resilience reserve	ix	(273)	0	87	**(186)**	0	0	**(186)**
Strategic Budget Planning Reserve	x	(5,096)	(7,062)	8,135	**(4,024)**	(1,072)	2,140	**(2,955)**
Collection Fund Smoothing reserve	xi	**(1,231)**	0	0	**(1,231)**	0	0	**(1,231)**
Total Risk and Uncertainties		**(11,637)**	**(7,062)**	**13,258**	**(5,441)**	**(5,315)**	**2,140**	**(8,615)**
Contracts and Commitments								
Services reserve	iv	(11,697)	(1,671)	4,061	**(9,307)**	(1,965)	1,935	**(9,337)**
Unspent grants reserve	viii	(12,705)	(2,002)	4,316	**(10,391)**	(4,736)	6,032	**(9,095)**
PFI lifecycle reserve	v	(5,533)	(1,332)	2,906	**(3,959)**	0	3,959	**0**
Debt repayment reserve	vi	(1,072)	0	0	**(1,072)**	0	1,072	**0**
Insurance reserve	vii	(7,234)	0	1,724	**(5,510)**	(299)	0	**(5,810)**
Schools reserve	ii	(2,400)	(11,425)	12,481	**(1,344)**	(20,525)	18,870	**(2,997)**
Public Health Reserve	xii					(1,233)	0	**(1,233)**
Total Contracts and Commitments		**(40,641)**	**(16,430)**	**25,488**	**(31,583)**	**(28,759)**	**31,869**	**(28,472)**
GF Earmarked reserves:		**(67,447)**	**(23,492)**	**38,746**	**(52,193)**	**(34,073)**	**34,008**	**(52,256)**
Total General Fund Usable Reserves		**(67,447)**	**(23,492)**	**38,746**	**(52,193)**	**(34,073)**	**34,008**	**(52,256)**
DSG Deficit -Unusable Reserves		**9,553**	**1,865**	**(1,910)**	**9,507**	**(4,208)**	**4,473**	**9,772**
Housing Revenue Account		**(21,136)**	**(6,360)**	**7,431**	**(20,202)**	(268)	4,564	**(15,906)**
Housing Revenue Account earmarked Reserves:								
HRA - Property Acquisition Reserve		**(1,212)**	**(3,931)**	**0**	**(5,142)**	(1,672)	0	**(6,814)**
Homes for Haringey		**(51)**	**0**	**51**	**0**	**0**	**0**	**0**
HRA earmarked reserves		**(1,262)**	**(3,931)**	**51**	**(5,142)**	**(1,672)**	**0**	**(6,814)**
Total HRA Usable Reserves		**(22,399)**	**(10,291)**	**7,482**	**(25,345)**	**(1,940)**	**4,564**	**(22,721)**

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Virements for Cabinet Approval - Transfers from Reserves & Contingencies (2025/26) - for noting **Appendix 4**

Period	Directorate	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
12	Various	Various	Revenue	874,985		Budget Allocation	Drawdown from Non Service Contingencies to fund ERP discovery phase costs and Finance Support and IT costs associated with North London Waste Authority's disaggregation from the Council.
Virements for Approval (2025/26)							
10	Dedicated Schools Grant	Early Years Block	Revenue	835,855	835,855	Budget Allocation	Allocation of Dedicated Schools Grant for Early Years Block (July 2025)
10	Environment & Resident Experience	Parking & Highways	Revenue	1,036,699	1,036,699	Budget Realignment	Realignment of the Waste Enforcement budget to better reflect expenditure for 2025-26
10	Culture, Strategy & Communities	Legal & Governance	Revenue	1,153,099	1,153,099	Budget Realignment	Realignment of the coroner’s budget to better reflect actual income and expenditure for 2025-26
Total				**3,900,638**	**3,025,653**		

APPENDIX 5

Write off Summary Report - Quarter 4

All Council debt is considered recoverable; the Corporate Debt Management Service makes every effort to collect charges due to the Council. However, in some circumstances it is appropriate to write off a debt when all forms of recovery action have been exhausted.

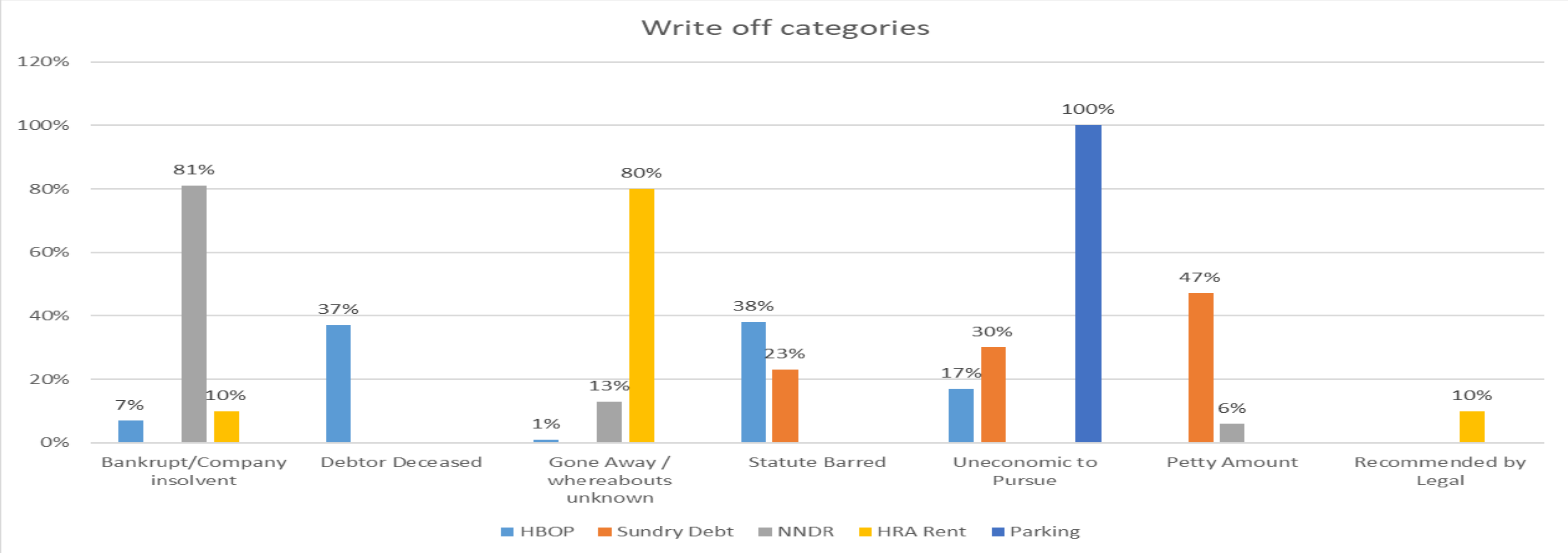
This quarterly report is for information purposes only, which details the debts that were submitted for write off for the Financial Period 1st January 2026 to 31st March 2026 **(Q4).** These relate to delinquent accounts where all forms of recovery action had been fully exhausted.

Council Debt is written off in line with the instructions set out within the Financial Regulations, following Legal advice, Court instruction or in accordance with the Limitations Act 1980. These sums have all been approved by the Corporate Director of Finance and Resources under her delegated authority and, where appropriate, the Lead Member for Finance. And Corporate Services. They have been adequately provided for in the Council's Bad Debt Provisions.

The table below summarises the Quarter 4 write off by service type, value and volume.

	Quarter 4 Write Off, Financial Period 1st Jan 2026 - 31st Mar 2026								
Service	**Council Tax**	**NNDR (Business Rates)**	**HBOP (Housing Benefit Overpayments)**	**HRA Rent**	**Lease-holder**	**Commercial Rent**	**Sundry Debt**	**Parking**	**Total**
Under £50k	£0.00	£29,933.03	£162,160.04	£388,226.68	£0.00	£0.00	£140,350.19	£17,596,047.00	£18,316,716.94
Volume under £50k	0	16	90	30	0	0	345	84,957	85,438
Over £50k	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Volume over £50k	0	0	0	0	0	0	0	0	0
Total Value	**£0.00**	**£29,933.03**	**£162,160.04**	**£388,226.68**	**£0.00**	**£0.00**	**£140,350.19**	**£17,596,047.00**	**£18,316,716.94**
Total Volume	**0**	**16**	**90**	**30**	**0**	**0**	**345**	**84,957**	**85,438**

The reasons for write off is shown in the chart below.



The table below summarises the total write offs across each debt category for the whole 2025/26 financial year.

	Write Off Summary, Financial Year 1st April 2025 - 31st March 2026								
Service	**Council Tax**	**NNDR (Business Rates)**	**HBOP (Housing Benefit Overpayments)**	**HRA Rent**	**Leaseholder**	**Commercial Rent**	**Sundry Debt**	**Parking**	**Total**
Under £50k	£77,898.83	£290,465.99	£461,608.69	£924,329.33	£562.48	£0.00	£292,464.86	£38,468,530.62	£40,515,860.80
Volume	44	93	331	251	1	0	397	199,187	200,304
Over £50k	£0.00	£0.00	£0.00	£127,383.33	£0.00	£0.00	£315,222.00	£0.00	£442,605.33
Volume	0	0	0	2	0	0	2	0	4
Total Value	**£77,898.83**	**£290,465.99**	**£461,608.69**	**£1,051,712.66**	**£562.48**	**£0.00**	**£607,686.86**	**£38,468,530.62**	**£40,958,466.13**
Totl Volume	**44**	**93**	**331**	**253**	**1**	**0**	**399**	**199,187**	**200,308**

Appendix 10 - Finance Response and Recovery Plan

Theme and Action	Responsibility	Status	Progress as at Quarter 4
1. Financial Accountability - improved responsibility and accountability across budget managers, senior manager and Members and embed Finance First Culture			
Revised Financial Regulations and Financial Management as key part of job descriptions and performance reviews and implementation of disciplinary processes for non-compliance and accountability.	Corporate Director of Finance and Resources	Completed	Finance Regulations have been reviewed and updated. The new Regulations were presented and endorsed at Standards Committee and approved by Full Council in December 2025. The key messages have been communicated to Leadership Network (Heads of Service and above) and is also re-iterated through various financial reports to CLT and Finance Recovery Board.
Improve financial literacy across all budget managers.	All Budget Managers	Ongoing	Financial Management is a key module of the Managers Pathway course. Ongoing training and development with budget managers by Finance Business Partners as part of monthly monitoring is in place but will continue to be strengthened during 2026/27 as part of the launch of the new Finance Offer which re-enforces roles and responsibilities of finance and budget managers. The finance restructure will include learning and development for finance staff in a business partnering way of working as well as formal training and development for all budget managers with a focus on roles and responsibilities, understanding their budget and key drivers, accurate forecasting and managing within budget.

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Stronger communication and engagement across organisation on the Financial Position and their role and responsibilities, including with SLT and Leadership Network	Corporate Directors	Ongoing	A more structured communications plan with the whole organisation on the financial position and the role they play is in place. This includes a Dedicated Web Page on the Financial Recovery with information and is updated regularly, guidance and advice, updates within the bi-weekly Leadership Network newsletter, Let's Talk Sessions hosted by the Chief Executive and Section 151 Officer.
Increase capacity across the organisation for the delivery of the Financial Recovery Plan and addressing the financial emergency to be prioritised.	Corporate Directors	Completed	Addressing the Council's challenging financial position has being a priority for the organisation since end of 2024. Additional staff resources were in place for the Financial Response/Recovery work by adding Strategic Leadership support until April 2026. There has been a focus on the delivery of existing savings by the Finance Recovery Board to improve delivery but with only 62% delivered in 2025/26 this remains a focus for 2026/27. Going forward, as part of the Council's Financial Sustainability Plan a refocussing the Council's change and project support capacity will be undertaken in line with the priorities set out in the Plan. The Council will also consider as part of delivering the delivery plans for the 8 priority areas and the Value for Money Action Plans is any additional external expertise is needed. In addition, ongoing work to embed the culture that addressing the financial position is everyone's responsibility.
2. Immediate spending controls on all non-essential spending			

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Recruitment Panel oversight for all non-essential recruitment activity.	Recruitment Panel	Ongoing	Recruitment Panel continues to be in place and meet fortnightly, chaired by the Section 151 officer or her delegate. All agency and permanent recruitment for non-essential posts (previously only agency) are subject to approval. Strengthened and tighter controls are in place from 16 February 2026. Revised and reduced list of exempt roles has been agreed and new terms of reference agreed and implemented. A role is deemed critical when it is required to: • directly deliver a statutory or legal responsibility where there is significant risk to the council • directly maintain public safety • directly support a recognised council emergency response • generate sufficient income or savings to justify or cover the cost of the post • deliver a post created through an approved restructure • deliver work that is fully grant-funded. These should be fixed term only and the grant continues for the duration of the fixed term. In addition, roles not deemed as critical must be held vacant for 6 months and all extensions to agency contracts are subject to Recruitment Panel approval.

Spend Control Panel for non-essential spend over £1,000 and other financial controls.	Corporate Director of Finance and Resources	Ongoing	The Spending Control Panel is in place and meets twice weekly, chaired by either the Section 151 Officer or an independent previous Section 151 Officer on behalf of the Corporate Director of Finance and Resources. All spend over £1,000 are subject to either Director approval or Panel approval. From February 2026, Director approvals have also been monitored to ensure that only spend that meets the published essential criteria is being agreed by Directors. An internal Audit review is currently underway. Since the inception of the panel it has rejected and therefore the council has avoided c£900,000 of costs. Other measures put in place includes: • All new contracts over £160,000 reviewed by the Commissioning Panel to ensure any requirement is need led and essential. • New capital governance framework and gateway process to ensure that all schemes progress through a gateway approval process with clear business case and strong monitoring and reporting • Turning off of some payment channels • All decision reports over £25,000 are subject to Section 151 approval and only approved if considered essential and budget in place. • External independent challenge has been introduced to the Finance Recovery Board and will remain in place. In 2026/27, we have introduced a clear s151 Officer approval process for any department to spend beyond its cash limits, to ensure that there is a clear and agreed funding strategy before expenditure is committed. Ensuring that there are clear consequences for any budget holder or manager who is found to be breaching or circumnavigating any of these measures and controls. For 2026/27 onwards, this plan has been replaced with a Financial Sustainability Plan, setting out the Council's three-year approach to addressing our financial situation. It recognises that the problem is

Theme and Action	Responsibility	Status	Progress as at Quarter 4
			intractable in a single year, and also that the traditional savings approaches that the Council have adopted, whilst delivering some significant efficiencies, cost reductions and new income, have not had the impact that we would have desired. This plan sets out our new approach and will focus on eight priority service areas which are either areas of high spend or have greatest potential for service re-design to reduce costs. In addition, all service areas are required to prepare a Value for Money Action Plan which will align a smaller envelope of financial resources to the priorities in the new Council Plan, align spend and performance with statistical neighbours and options to reduce spend to keep spending frozen at 2026/27 levels.
3. Improving Forecasting Accuracy and Future Demand Modelling			

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Baseline budget assumptions for all services, initially with a focus on high demand and high spending services. Monthly tracking of forecast against budget assumptions (financial and non-financial) and greater use of scenario planning and benchmarking.	Corporate Directors	Ongoing	Cost Drivers in Children's Services and Adult Social Care and Housing Services have been documented, including the assumptions made when the budget was agreed in March 2025 and this process was repeated for the 2026/27 budget setting process. Through monthly budget monitoring, actuals are examined against each of these cost drivers and forecasts made based on different scenarios for the year end. A similar exercise has been completed on the Strategic Property budget, on which the latest forecast continues to be a high risk area and remaining services will be subject to similar review in 2026/27 to identify cost drivers, accurate forecasting and mitigations to address any overspends. A new dashboard has been developed that tracks non-financial activity information associated with all services and is presented to the Finance Recovery Board and CLT which ensures 'one version of the truth'. With most directorates still showing a pressure at Q3, spend outside budget has occurred. Any overspends have been reported to CLT and the S151 officer but further work is required to ensure that any overspends are reported and agreed before they occur.
4. Savings Identification & Delivery			

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Review of MTFS model, assumptions and new savings identified to close the budget gap	Corporate Directors	Ongoing	Work has completed for 2026/27 and the final draft budget presented to full Council on 2 March. Key areas of focus and improvement in preparing the draft budget included: • Monthly review of service pressures using the latest in year forecast, trends and forecasts for future years and scenario planning to quantify the level of risk in the estimated pressures. • Increased due diligence on savings planned for 2026/27 to provide more assurance on delivery. • Limited new savings to allow focus of capacity on delivery of previously approved savings. • Review and more accurate estimation of corporate pressures, including borrowing costs and MRP and advice of external treasury advisors. • Increased corporate contingency to £25m to manage risk and uncertainty. • Protection of General Fund reserve at £15m to manage risks and uncertainty. • Formal sign off by Corporate Directors that budgets are realistic and deliverable. The process for 2027/2 budget has now commenced.

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Enhanced monthly monitoring and reporting. New savings tracker implemented to track progress against savings and changes made to deliver savings.	Corporate Directors	Ongoing	New savings tracker has been developed, implemented and continues to be used for monitoring and reporting. This tracks both the delivery of the changes required to achieve the savings and the financial savings achieved. Compliance of the completion of the tracker is still in need if improvement and was also a recent finding of an Internal Audit report and will be the focus of 2026/27. Additional programme management resource was deployed to support the oversight and co-ordination of the monitoring and reporting of savings, with a programme management approach in place and this remains a priority for the Finance Recovery Board.
Greater use of benchmarking and best practice from other authorities to ensure all services are delivering good value for money	Corporate Directors	Ongoing	All services utilise benchmarking for managing their services, but further work is needed to use performance and finance benchmarking to test all services for value for money. All services are currently developing a Value for Money Action Plan as part of the Council's Sustainability Plan of which benchmarking on cost and performance is a key tool all services are expected to utilise in identifying their budget savings for 2027/28 and demonstrating any services that continue are delivering good value for money.
5. Reduction in Staffing Spend			
5% staff savings target achieved in full.	Corporate Directors	In progress	As reported in the main body of this report, some services have not delivered on their 5% staff savings or have mitigated through one off alternative savings, such as holding vacancies. All services are assumed to deliver in 2026/27 and this will be reported through these quarterly monitoring reports to Cabinet and Scrutiny.

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Reduction in agency use and spend.	Corporate Directors	Ongoing	Ongoing review of agency spend in place. All agency spend subject to quarterly review by the Cabinet Member for Finance and Resources. Over the year, there was an average of 346 agency staff and this has fluctuated quarter on quarter. The number over £500,000 has remained fairly constant at 56 during the year so these controls need to continue to see a downward trajectory.
6. External Reporting			
Updated structure and format of the quarterly reports to Cabinet, OSC and Scrutiny Panels - aligning performance, financial forecast (revenue and capital) and savings.	Corporate Director of Finance and Resources	Ongoing	Good progress continues to be made with the quarterly reports. The finance report includes an overall Executive Summary, followed by detailed Directorate appendices that bring together the revenue and capital finance forecast, key activity data on the cost drivers and savings. This provides an overall picture of the financial health of each Directorate and enables a more joined up discussion at Cabinet and Scrutiny. Financial reporting on the capital programme has improved through the quarterly reports but still needs strengthening in terms of accuracy of budget and forecasting. Quarterly finance reporting now a standard agenda item on OSC and all scrutiny panels. The six monthly report on the Corporate Delivery Plan and performance remains as a separate report at this stage. Future improvements will be to consolidate both reports and expected to be in place by Q3 of 2026/27 following publication of the next iteration of the Corporate Delivery Plan.

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Monitoring and reporting of contingencies and financial benefits from invest to save spend.	Corporate Director of Finance and Resources	Ongoing	Previously, contingency was utilised as a budget at the year end to contribute towards the bottom line overspend. Monitoring and reporting of the use of corporate contingency is now through an application process, approved by the Section 151 Officer and reported to the Financial Recovery Board or CLT and through the quarterly finance report to Cabinet. Within the budget for 2025/26, £4m of capital receipts has been assumed for spending on transformation and invest to save. A robust monitoring process has not yet been established and must be in place for 2026/27.

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Single dashboard in place for monitoring and reporting service and corporate health indicators and 'one version of the truth'	Corporate Director of Finance and Resources	Completed	Single dashboard for reporting cost drivers now in place and monitored by the Finance Recovery Board each month. However, further improvements to strengthen the link between cost drivers and financial forecasts and use of scenario planning must be continuously improved. Corporate Health dashboard not yet in place but monitoring of activity related to purchasing and payment compliance is managed through the Purchasing and Payments Compliance Board that is chaired by either the Corporate Director of Finance and Resources or her delegate and with issues escalated to individual Corporate Directors and reported to the Finance Recovery Board. Key changes as a result of this Board include: • Coordinate the removal of commercial vendors from our procurement list following review and approval from Financial Recovery Board. • Review of Retrospective Purchase Orders raised and action plan developed to implement 'No PO No Pay' control. • Introduce controls and reduce the use of CHAPS payments which incur additional costs for the Council • Reversal of income invoices after 90 days – this increases accountability for services to work to recover income owed to the Council and aged debt. After 90 days, if the invoice is not settled, the income budget will be adjusted to reflect non payment. • Ongoing review of purchase card transactions and compliance.
7. Commissioning and Procurement Improvements			

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Full Contracts register in place and monitored through Commissioning Board.	Corporate Director of Finance and Resources (as Chair of Procurement Board)	Ongoing	Good progress has been made with working with individual services to develop a complete Contracts register but there remains some gaps and this is ongoing through the Commissioning Modernisation Programme.
Commissioning panel and Commissioning Board established, and new gateway process established for approval of all contracts over £25,000 .	Corporate Director of Finance and Resources (as Chair of Procurement Board)	Ongoing	Commissioning Board in place and considering pipeline of all contracts due for a re-tender. This is currently considering all contracts over £160,000 with the expectation that the threshold will reduce to £25,000 once the process is fully embedded. Through the Commissioning Modernisation Programme a single Gateway approval process is now in place and in line with the following criteria: • Is it a statutory requirement. • Is it 100% grant funded. • Is it of financial benefit to the local authority. All new requests must present options for a 1%, 2% an 5% reduction in costs and be evidence led to demonstrate improvement in outcomes. £9.2m of savings expected to be delivered by March 2028 and Directorate targets have now been agreed based on contract spend and pipeline of re-tenders planned year on year. Progress against the savings is monitored through the Commissioning Board.

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Complete outstanding actions from the previously agreed Procurement Modernisation Programme.	Corporate Director of Finance and Resources	Completed	There are two outstanding actions associated with the Procurement Modernisation Programme: 1) Centralisation of all procurements over £25,000. This is now in place. 2) Implementation of an e-procurement system. This has now been paused pending the SAP replacement to ensure that opportunities to have a single system across finance, HR and procurement are not missed.
Review all purchasing processes to streamline, efficiencies and reduce complexity	Corporate Director of Finance and Resources	Completed	The Council currently has too many different ways in which payments can be made which makes it difficult to enforce compliance but also challenging for buyers who find the current processes complex and sometimes unclear on the right payment method to use. This will be fully enabled through the replacement of SAP but there are a number of immediate actions that have been put in place - turning off some payment channels, improving communications and training and education for 'buyers'.
8. Improve Debt Recovery - improved collection rates, reduced levels of debt written off each quarter and reduce the level of bad debts provision required			
Establishment of cross council Debt Board.	Corporate Director of Finance and Resources	Not yet started	This is not yet in place. A Cross Council Debt Board needs to be created given the high levels of aged debt, write offs and low collection rates. This Board will include representatives from all services that collect income. The Board will oversee the review of current levels of debt but also review all end to end processes with the aim of reducing the level of debt and write off.
Baseline debt by service.	Corporate Director of Finance and Resources	Not yet started	Current levels of debt are monitored by individual services, and this action will aim to develop one consolidated view of all debt owed to the Council. A dashboard is in place and will be monitored and reported to the Debt Board each month and quarterly to Finance Recovery Board but assurance is still required on the completeness of the Council's debt position and realistic assumption on what is achievable.

Review and improvements to all end to end process.	All Corporate Directors responsible for collection of income	In progress	This action is to avoid debt and will review the end to end process of all income collection processes. The main focus is on those who 'won’t pay' with the aim of improving ways to pay to make it easier and a plan for the reviews will be established, focussing initially on areas where levels of debt are higher but also at the same time to consider opportunities for cross council solutions in ways to pay channels. Good progress has been made with ASC through the ASC Debt Project which has three work streams – 1) recover aged debt outstanding, 2) improve the full end-to-end process for financial assessments of clients 3) review the charging policy and its application and ensure up to date. A cross service group is in place and progress is being made in all three areas. The waiting list for financial assessment has reduced and additional capacity being recruited to ensure assessments in a timely manner and roles and responsibilities being clearly defined between tams involved in the end to end process. Recovery of debt thought to be written off is now underway and in 2025/26, £788,000 was recovered. A similar approach needs to be in place for other income collection processes that require more than one service working together. Progress is being made on reducing the outstanding correspondence in relation to council tax and business rates which is leading to increased income – but collection rates (92.5%) remain below target and this needs to be further investigated in terms of the root causes. A deep dive review is underway on parking services which has involved reviewing level of debt, income recoverable and accounting treatment to ensure bad debts provision is accurate and this is reflected in the main report. There is a separate project underway to support those who 'can’t pay' and addressing income inequality.

Theme and Action	Responsibility	Status	Progress as at Quarter 4
9. Asset Disposals - reduce the number of surplus assets, maximise use of remaining assets and increase level of capital receipts to fund the capital programme and EFS requirement			
Disposals Board in place and Disposals Policy agreed and implemented.	Corporate Director of Finance and Resources	Completed	Cabinet approved in June 2025 the council's disposal policy and associated disposals pipeline. All disposals under £4m are subject to review by Disposals Board and approval by the Section 151 officer. Annual approval by Cabinet on proposed disposals for forthcoming year.
Increase in capital receipts for surplus properties to reduce borrowing and support transformation.	Corporate Director of Finance and Resources	Ongoing	Given the Council's financial position, further opportunities are being explored to maximise use of the Council's operational estate, collect income due from commercial properties and disposal of any additional surplus assets. This will be subject to approval through future budget setting processes. The Asset Rationalisation Programme has also commenced to ensure that the Council is maximising its use of operational assets and not retaining surplus assets.
Tracker and pipeline of capital receipts expected.	Corporate Director of Finance and Resources	Ongoing	Pipeline created, regularly reviewed and monitored and reported through Disposals Board. Pipeline for 2026/28 in development and will be subject to a future decision by Cabinet.
10. Capital Programme - reduce value of the capital programme, reduce any new borrowing and a capital programme that is deliverable (reducing the level of slippage and unnecessary budgeted borrowing costs			
Annual review of capital programme to reduce non-essential schemes and borrowing.	Corporate Director of Finance and Resources (as Chair of Strategic Capital Board)	Completed	Annual review of capital programme completed for 2026/27 and proposed reductions part of the capital programme to be considered by Council on 2 March 2026. However, this review needs to be ongoing given the Council's high level of borrowing and this work has now commenced for the 2027/28 programme.

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Improved spend profiling to avoid unnecessary borrowing.	Corporate Directors	Ongoing	This has been improved as part of the 2025/26 annual review process to reduce the high levels of slippage that has been evident in previous years but still remains high as set out in this outturn report. In advance of agreeing the annual programme, all schemes will be subject to review to ensure that the profile of spend across the five years in the capital programme is accurate based on the latest delivery plan. In addition, all 'rolling programmes' will need to be underpinned by a schedule of planned projects or works. However, complete assurance has not yet been obtained nor do we have full evidence for planned spend, so this will need to remain a priority for 2026/27.
New capital programme governance embedded with clear gateways for decisions and consistency on statements and need and business cases before schemes included in the programme.	Corporate Directors	Ongoing	New governance structure in place for all new schemes as set out in Appendix 4 of the MTFS published in July 2025 with clear gateway approvals, consistency in decision making and full business cases approved before inclusion in the programme. Revised capital strategy agreed at full Council for approval on 2 March 2026 which sets out the strategy and process for agreeing the capital programme each year in line with the Corporate Delivery Plan. Annual review of the Capital Strategy will commence in the Autumn alongside the new Corporate Delivery Plan. Since the new governance and oversight was only implemented from April 2025, work continues to review existing schemes to determine current status against the new gateway process and retrospectively apply the need for Outline and Full Business Cases.
11. Reserves - identify uncommitted reserves that can be utilised as one off to fund the forecast overspend, replenish the budget planning reserve to a more sustainable level across the medium term and strengthen monitoring and reporting on the use of contingency and achievement of financial benefits of invest to save monies.			

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Review of all remaining reserves to transfer uncommitted allocations to 'risk and uncertainties' reserves.	Corporate Director of Finance and Resources	Completed	Review of £9.6m of Services Reserve and £10.4m of Grants Unapplied Reserves underway and £1.4m identified (after assumed use in the 2025/26 budget) that can be released to mitigate against the in year overspend in 2025/26 and as reported in the Quarter 3 finance report. Retained balances will be subject to annual review and carry forward requests have been limited in 2025/26.
Replenishment of reserves for managing risks and uncertainties across the medium term.	Corporate Director of Finance and Resources	Complete	The five year Medium Term Financial Strategy and forecast budget gaps for 2026/27 onwards included an annual replenishment of the Budget Planning Reserve of £3m. This has been reversed for 2026/27 given the ongoing reliance on EFS. Affordability of this contribution will be reviewed each year as part of the budget setting process.
Align reserves strategy to risk management strategy.	Corporate Director of Finance and Resources	Ongoing	Reserves Strategy has been reviewed as part of the 2026/27 budget setting process and reported as part of the 2026/27 Budget Report to Full Council on 2 March 2026. Given the low level of uncommitted reserves, it is difficult to address this action and instead the Council has protected its General Fund reserve by holding it at £15m and has increased its corporate contingency to £25m to manage risks and uncertainties. Level of contingency and General Fund balance will remain under review as part of the annual financial planning process.

Theme and Action	Responsibility	Status	Progress as at Quarter 4
Strengthened reporting on use of contingency and invest to save	Corporate Director of Finance and Resources	Ongoing	Monitoring of corporate contingency - All use of contingency is now subject to approval by the Section 151 Officer. Tracker of approvals in place and reported through the quarterly monitoring reports to Cabinet. Monitoring of financial benefits of 'invest to save' monies – still to be developed and needs to be in place for 2026/27. Any invest to save money that has been allocated that is not delivering the agreed financial benefits will be re-prioritised.

Appendix 7 – HOUSING REVENUE ACCOUNT (HRA)

HRA BUDGET 2025/26 - EOY	2025/26 Revised Budget	EOY 2025/26 Actual	EOY 2025/26 Variance	Q3 2025/26 Full Year Forecast Variance	Movement EOY v Q3 2025/26
	£000's	£000's	£000's	£000's	£000's
Housing Revenue Account (HRA) - Income	(145,832)	(138,960)	6,872	6,346	526
Housing Revenue Account (HRA) - Expenditure	145,832	143,256	(2,576)	(8,137)	5,561
HRA - Surplus	**0**	**4,296**	**4,296**	**(1,791)**	**6,087**

1.1. The table above shows the provisional HRA outturn position followed by more detailed explanations for any under or overspends in the year.

1.2. The HRA has achieved an end of year outturn of £4.296m overspend which reflects an adverse movement of £6.087m since Quarter 3 and has required £4.296 will be transferred from the £20m HRA reserves to offset this overspend. The main driver for the worsening position since Quarter 3 is related to Capital Financing costs, explaining almost £4m of the movement. At Quarter 3, it was anticipated that grant from the Greater London Authority for the Council's Housing Delivery Programme would be received before 31 March but this is now not expected until 2026/27. Also, a high number of loans matured in year that needed to be re-financed and were at a higher rate – both of these have had the impact of increasing borrowing costs associated with the capital programme. The other movement since last quarter relates to depreciation (£2.3m). All dwelling were subject to the annual valuation which showed an increase in value and therefore increase in depreciation charge. During 2026/27, there will need to be an improvement in the forecasting of capital financing costs to avoid such variations at year end to that reported in year. Actions will be taken across services to reduce spend and increase income levels to enable the reserve to be replenished to the £20m target in 2026/27.

1.3. During 2025/26 the Council has been forecasting a net under recovery of income mainly due to a higher than budgeted level of void properties throughout the year. The income profile was adjusted for a 2% void rate for 2025/26 and represented a challenging target given minimum levels of voids through decant programmes, increased stock turnover and the acquisition programme bringing in additional units. The total net under recovery for this year is £6.872m as well as higher Council tax spend of £836,000 for the HRA due to additional void properties and these costs therefore falling to the Council.

1.4. There is an improvements plan to turnaround 2% voids for standard circulation through better use of data and performance management within general needs and sheltered housing – by reducing time taken within all void management stages. Additional senior management oversight to work across housing is being introduced and the improvement programme also includes re-categorisation of voids so that there can be clear and consistent accountabilities, monitoring and targets set. Improved efficiency will reduce void periods and therefore income loss. Income collection performance did improve as the year progressed, and additional staff resources and new digital tools should ensure improved collection rates.

1.5. Other areas of overspend include:

- Depreciation – All dwellings undergo an annual valuation exercise as part of closing of the accounts. For 2025/26, valuations increased by £2.311m more than had been allowed for in the budget.

- Housing Delivery Team – Across the Council there has been a review of costs assumed to be funded by capital to align with accounting rules. This exercise identified £915,000 that was assumed to be funded by capital but the correct adoption of capitalisation rules means these now are revenue costs.
- Corporate Overheads which are £567,000 higher than budgeted due to additional Digital IT & Property and Right to Buy admin charges applied at the year end.
- Grants towards the Housing Delivery Programme expected to be received in year will now not be received until 2026/27 and therefore the level of borrowing to fund the capital programme at the year end was higher than expected, resulting in £1.2m additional borrowing cost (£24.4m of additional borrowing). This is due to the change in delivery timescales on some schemes.

1.6. There have also been a number of underspends on some budgets, primarily in Repairs and Compliance overall where outturn spend was £36,742,030, representing an underspend of £1,670,390 against budget. However, there were areas of pressure within this. Spend on repairs has been higher than budgeted during the year because of continued disrepairs costs, asbestos survey costs, and the higher cost of external contractors to supplement the in-house team to meet current repair demand. There was also additional costs for the Repairs service associated the adjustment for moving staff to Green Book Terms and Conditions. These pressures were off set elsewhere through delays in recruitment and maintaining vacant posts and higher than budgeted capitalisation of costs as and where appropriate. Delays in commencing some Mechanical and Engineering and Building Safety projects including the appointment of service providers has also reduced spend. Smaller underspends have arisen in Asset Management service linked to an organisational restructuring, efficiencies and recruitment lags.

1.7. Across Housing Management services income not realised has been mitigated in part by a range of budget underspends and service efficiency improvements. There has been a significant reduction in the demand for expensive hotel, and emergency accommodation which has reduced over the year and is monitored on a monthly basis. Other budget allocations underspent in 2025/26 included utility costs £889,000 lower than anticipated and Insurance premium of £863,000. Unfilled posts in the Housing Management service linked to organisational restructures (in Tenancy Management and Support & Wellbeing teams) and delays in recruitment to estate services posts has contributed to a £799,000 underspend on staffing budgets, circa 4% of overall budget. Delays in progressing the estate parking management scheme (EPMS) project has also led to slippage in this budget (£600,000) and the delayed recruitment and projects are built into spend plans for 2026/27.

Housing Revenue Account (HRA) Budget EOY Outturn v Q3 2025/26

HRA BUDGET 2025/26 - EOY	2025/26 Revised Budget	EOY 2025/26 Actual	EOY 2025/26 Variance	Q3 2025/26 Full Year Forecast Variance	Movement EOY v Q3 2025/26
	£000's	£000's	£000's	£000's	£000's
Service Charge Income - Hostels	(490)	(355)	136	128	8
Rent - Hostels	(1,853)	(1,439)	414	369	45
Rent - Dwellings	(109,275)	(103,664)	5,611	5,370	241
Rent - Garages	(697)	(644)	53	24	28
Rent - Commercial	(913)	(721)	192	123	69
CBS - Lease Rental Income	(4,693)	(5,419)	(726)	(516)	(210)
Income - Heating	(1,294)	(1,013)	281	189	92
Income - Light and Power	(1,523)	(1,556)	(33)	(35)	2
Service Charge Income - Leasehold	(10,829)	(10,372)	457	404	53
ServChgInc SuppHousg	(1,761)	(1,754)	7	4	3
Service Charge Income - Concierge	(2,230)	(2,170)	61	55	6
Grounds Maintenance	(2,323)	(2,170)	153	(26)	179
Caretaking	(4,146)	(4,017)	129	126	3
Street Sweeping	(3,804)	(3,667)	137	131	6
HRA Income	**(145,832)**	**(138,960)**	**6,872**	**6,346**	**526**
Housing Management NT	0	3	3	0	3
Housing Mgmnt Hornsy	79	110	32	0	32
TA Hostels	622	625	3	88	(85)
Rent Accounts	0	1	1	0	1
Under Occupation	184	71	-113	0	(113)
Repairs Cent Rechrge	2	0	-3	0	(3)
Respon Repair - Hos	718	571	-147	52	(199)
Water Rates Payable	33	-1,559	-1,593	0	(1,593)
Housing Mngt Recharg	3,869	3,899	30	0	30
Other RentCollection	149	186	37	0	37
Energy Billing & Collection	161	55	-107	-88	(19)
HousMgmntRechg Energ	3,067	2,177	-889	-606	(283)
Special Services Cleaning	4,311	4,394	84	0	84
Special Serv GrndMnt	2,055	2,027	-27	-250	223
HRA Pest Control	332	288	-44	20	(64)
Estate Controlled Parking	157	11	-146	0	(146)
Managed Services	160	144	-16	0	(16)
Support People Paymt	0	0	0	0	-
Bad Debt Dwellings	2,135	2,164	29	0	29
Bad Debt Prov - Leas	260	616	356	0	356
Bad Debt Prov - Comm	0	8	8		8
Bad Debt Prov - Host	70	0	-70	0	(70)
HRA- Council Tax	1,156	1,992	836	744	92
Supported Housing Central	677	467	-209	-100	(109)
Housing Management team	0	1	1	-2	4
Housing Delivery Team	385	1,300	915	76	839
Anti Social Behav Sv	714	483	-231	-170	(61)
Interest Receivable	-232	-1,776	-1,544	0	(1,544)
Corporate democratic Core	703	744	42	42	0
Leasehold Payments	108	262	154	112	42
Landlords Ins - TEN	393	495	102	102	0
Landlords - NNDR	125	153	28	28	(0)
Landlords Ins - LSHD	4,030	3,168	-863	-870	8
Capital Financing Costs	25,462	24,613	-849	-4,830	3,981
Depreciation - Dwellings	22,754	25,065	2,311	0	2,311
Community Benefit So	0	156	156	0	156
GF to HRA Recharges	2,819	2,568	-251	0	(251)
Estate Renewal	1,126	800	-325	0	(325)
Operational Dir Housing Serv & Buil	8,010	9,004	993	127	866
Housing Management Services	18,705	17,907	-1,067	-716	(351)
Housing Repairs & Compliance	38,394	37,678	-448	-1,613	1,165
Housing Asset Management	122	34	-89	-72	(16)
Housing Improvement Plan (HIP)	1,278	678	-600	-211	(390)
HRA budget release from Reserve	469	1,672	1,203	0	1,203
HRA Expenditure	**145,832**	**143,256**	**(2,307)**	**(8,137)**	**5,830**
HRA - Surplus	**0**	**4,296**	**4,296**	**(1,791)**	**6,087**

2025/26 HRA Capital Provisional Outturn Position

Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
590	Major Works - Haringey Standard	**54,400**	**27,638**	**(26,762)**	**22,055**	**5,583**	Delays in appointing and mobilising contractors together with unforeseen site complications led to major works underspend of £5.6m against quarter 3 forecast. No carry forward requested.
552	Carbon Reduction (Affordable Energy)	**7,000**	**3,066**	**(3,934)**	**3,019**	**47**	The requirement to carry out further detailed design works following a result of intrusive surveys of in scope of properties led to delays in starting on new sites.
554	Broadwater Farm Works	**19,713**	**4,439**	**(15,274)**	**4,674**	**(235)**	Underspend due to delays across three programmes of work, including mobilisation of demolition programme, the external major works programme and the retrofit pilot programme. Spend forecasts have been updated for the latest MTFS.
557	Broadwater Farm New Build	**17,096**	**17,274**	**178**	**16,604**	**670**	Better than anticipated progress by main works contractor meant that phase 1(a) completed three months ahead of programme leading to higher than forecast full year spend.
553	Fire Safety Works	**10,891**	**7,600**	**(3,291)**	**8,175**	**(575)**	The underspend is primarily driven by revised delivery of 2 programmes for fire detection system upgrades which have been reliant on surveys to external walls and within properties. Both have been delayed due to longer than anticipated procurement and access to properties. These programmes will commence and therefore the associated expenditure will occur in 2026/27.
551	Temporary Accommodation Acquisitions	**101,767**	**51,659**	**(50,108)**	**70,955**	**(19,296)**	The underspend is due to delays in a block acquisition originally anticipated to take place in 2025/26 - now being progressed in

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Scheme Ref. No.	Scheme Name	2025/26 Full year Revised Budget (£'000)	2025/26 Provisional Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	Qtr. 3 Forecast (£'000)	Movement between provisional outturn and Q3 Forecast (£'000)	Narrative
							2026/27. Also, the delays in voids works to almost 100 properties mean that spend will now be incurred in 2026/27.
599	New Homes Build Programme	**86,093**	**50,846**	**(35,247)**	**59,460**	**(8,614)**	The underspend is a consequence of some Schemes taking longer to get on site because of the 2024 change to Contract Standing Orders and the delays to Government High Risk Buildings Gateway 2 approvals.
550	New Homes Acquisitions	**42,007**	**57,866**	**15,859**	**54,220**	**3,646**	Acquisitions have increased during the year and the general sales market is very buoyant.
202	Housing Aids & Adaptations	**1,150**	**1,021**	**(129)**	**1,150**	**(129)**	
555	High Road West	**1,536**	**0**	**(1,536)**	**568**	**(568)**	Acquisition of council homes as part of High Road West has been delayed due to the timings of the wider scheme. Work is ongoing to review options to unlock council home delivery as early as possible.
Housing Revenue Account (HRA)		**341,653**	**221,409**	**(120,244)**	**240,880**	**(19,741)**	

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Report for:	**Cabinet – 14 July 2026**
Item number:	10
Title:	ERP Replacement Programme – Full Business Case and Approval to Procure
Report authorised by :	**Taryn Eves – Corporate Director of Finance & Resources**
Lead Officer:	**Kevin Bartle – Strategic Adviser and SRO – Haringey ERP Programme (SAP replacement programme)**
Ward(s) affected:	All
Report for Key/ Non Key Decision:	Key Decision

1. Describe the issue under consideration

1.1 This report seeks approval of the Full Business Case for the replacement of the Council's Enterprise Resource Planning (ERP) system, which supports Finance, Procurement, HR and Payroll.

1.2 The current SAP ECC platform (our current ERP system) was implemented in 2001 and is now approaching end of mainstream support in December 2027. The system is increasingly difficult to sustain, relies on manual workarounds, and creates growing operational, financial, compliance and audit risk.

1.3 The report also seeks approval to proceed to market for a modern, integrated, cloud-based ERP solution and associated implementation and business integration services, should they be required. It also seeks approval of the procurement strategy, the 10-year total contract value, and seeks approval of the budget required to deliver the full programme.

1.4 The Business Case has been developed through a structured and evidence-led process, including market engagement, options appraisal, financial modelling, risk assessment, governance design and review of delivery models. This provides the basis for Cabinet to approve the next stage of the programme.

2. Cabinet Member Introduction

2.1 Haringey's new leadership is dedicated to getting the basics right.

2.2 The Council is currently relying on manual intervention and offline spreadsheets for basic processes in finance, HR and procurement. This isn't right. If we are going to build first-rate local public services, we need to have the IT systems and infrastructure to support them.

2.3 The Council needs a fully functional and modern Enterprise Resource Planning platform. We take the risks of currently having a system that will be obsolete come next year incredibly seriously. Unlike in other local authorities, such as Waltham Forest, who have already implemented new solutions, Haringey has not and now we are behind the curve. The new administration is determined to remedy the situation and so we are today approving a route to market and a funding envelope, with final supplier recommendation and confirmed pricing returning to Cabinet at a later date.

2.4 In procuring the new system, we must use fair procurement processes and, above all, we must use Council funds responsibly. The reality of our financial position is such that we must scrutinise our spending closely and hold value for money at the forefront of our minds. But not choosing to update such critical infrastructure would be irresponsible. The decision is not just about internal Council processes, but it is fundamentally about our residents and staff. When our residents use local services, when they want to pay a bill, or make an application, we want the systems provided to be as easy and reliable to use as possible.

2.5 We have to do things differently so that we can get the best value for our local communities; centring the principle of public excellence, not inefficiency, in our procurement activities.

3. Recommendations

Cabinet is asked to:

3.1 Approve the Full Business Case for the replacement of the Council's Enterprise Resource Planning (ERP) system, including the procurement of an integrated ERP solution, the associated implementation, and potentially business integration and support services.

3.2 Approve the commencement of two linked procurement activities, in accordance with Contract Standing Order (CSO) 2.01(b), which requires Cabinet approval to commence procurement activity for contracts with an estimated value of £500,000 or above comprising of:

- the procurement of an ERP solution (software/platform), implementation and associated support services and;
- if deemed necessary, the progression of a procurement for Business Integration services, to support organisational change, adoption and transformation, the detailed route to market for which will be determined following selection of the technology, associated delivery model and sourcing options.

3.3 Delegate the decision to progress (or not) with the procurement of Business Integration services, to the Corporate Director of Finance and Resources, in consultation with the Cabinet Member for Finance and Corporate Services, following officer consideration of the options.

3.4 Pursuant to Contract Standing Order (CSO) 18.01.4 (a), approve the waiver of CSO 6.03 in respect of the minimum Social Value weighting requirement for this procurement and permit the procurement to proceed with a Social Value weighting of 5% for the reasons set out within the procurement strategy section below.

3.5 Approve the transformation element of the budget requested, covering implementation, stabilisation, licensing, support and associated costs - funded through Flexible use of Capital Receipts (FUCR), subject to full Council approval of the additional use of approved capital receipts allocation required to meet the budget envelope requested, as defined within Exempt Appendix A – Exempt Cabinet Report.

3.6 Note that a revenue budget increase will be required, at the estimated sum set out in Exempt Appendix A – Exempt Cabinet Report of this report from when the new system goes live in July 2028. This will be a bid for additional budget as part of the preparation of the 2028/29 budget and Medium Term Financial Strategy (MTFS).

3.7 Note that:

- The cost estimates are indicative at this stage and have been developed using market engagement, benchmarking, risk allowances and a contingency;
- Final contract values and the recommended supplier(s) will be subject to a future Cabinet decision at contract award;
- No cashable savings are assumed at this stage, with benefits to be further developed and quantified during procurement and implementation.

4. Reasons for decision

4.1 The current SAP ECC platform (our current ERP system) is approaching end of mainstream support in December 2027. Beyond that point, the Council will become increasingly reliant on ad-hoc third-party support arrangements and will face growing risks around security, payroll operations, legislative updates, system resilience and audit assurance.

4.2 The current system is already constraining effective operations. Core Finance, Procurement, HR and Payroll processes currently rely on manual workarounds, offline spreadsheets, re-keying of data and fragmented processes. This increases the risk of error, weakens control, reduces productivity and limits the Council’s ability to access timely, reliable management information.

4.3 The recommended decision is supported by a robust due diligence process. The Council has undertaken structured market engagement, considered five options and assessed those options against weighted evaluation criteria.

Delivery models have been evidenced and tested through a Request for Information (RFI), and a 10-year Total Cost of Ownership model to assess affordability and value for money has been assessed.

4.4 The Council is required to procure the technology, implementation, support and associated services in accordance with the Procurement Act 2023, the Council's Contract Standing Orders and other applicable procurement legislation. The proposed route to market for the ERP procurement is via a further competition under the Crown Commercial Service (CCS) Back Office Software 2 (BOS2) framework. The BOS2 framework was established in accordance with the Public Contracts Regulations 2015 and remains an accessible and compliant route to market for the Council. The Council will undertake any call-off arrangements in accordance with the provisions of the framework and applicable procurement legislation.

4.5 The Council has confirmed that it is an eligible contracting authority under the framework and that its requirements fall within the scope of the framework agreement.

4.6 The Council intends to undertake one, but potentially two separate but linked procurements in order to:

- Secure a single, integrated ERP technology solution with clear supplier accountability for implementation and ongoing support; and
- Procure specialist Business Integration (BI) capability (if required) focused on organisational change, adoption, process alignment and benefits realisation, ensuring that transformation activity is not subsumed within a technology-led delivery model. This approach reflects the Council's assessment, supported by market engagement, that effective ERP delivery requires both robust technology implementation and dedicated organisational transformation capability. The Council's officer ERP Programme Board has resolved to consider whether the Business Integration activities could be undertaken in-house, mindful of cost, and if felt feasible, this would progress.

4.7 Should it be necessary to run two separate (but linked procurements) this would enable the Council to identify the technology and to subsequently determine the most appropriate Business Integration delivery model and partner aligned to the selected ERP solution.

4.8 The financial model has been developed prudently. It recognises different levels of cost certainty, applies high and low ranges where appropriate, includes specific risk allowances, applies contingency and does not assume potential unverified cashable savings.

4.9 The decision is required now to ensure the Council has sufficient time to procure, design, implement, test and stabilise a replacement ERP solution before the risk profile of the current platform becomes unacceptable.

5. Alternative options considered

5.1 Five options were considered by the Council's officer ERP Programme Board as part of the production of the Business Case.

5.2 Option 1: Do nothing / sustain SAP ECC

This option would maintain the current system and rely on extended support arrangements. It has been rejected because it does not provide a sustainable 10-year solution, does not address existing operational issues and exposes the Council to increasing support, security, compliance and service continuity risks.

5.3 Option 2: Direct award to existing supplier

This option would involve progressing via a direct award approach to the existing supplier. Whilst this is technically and legally feasible, subject to complying with the Procurement Act, it has not been identified as the preferred route as it would reduce competitive tension, limit pricing and commercial leverage, and make it more difficult to demonstrate best value where alternative suppliers within the market have evidenced capability to meet the Council's requirements.

5.4 Option 3: Competitive ERP procurement [preferred option]

This option involves undertaking a competitive procurement process to identify the most suitable ERP solution and delivery model. Following further development of the procurement strategy and market engagement, it is proposed that this competition is delivered via a further competition under an established public sector framework (CCS Back Office Software 2 (BOS2)).

This approach enables the Council to maintain competitive tension, compare credible ERP solutions and assess different delivery models whilst benefiting from a compliant, efficient and controlled route to market. It provides the strongest balance of value for money, implementation assurance, delivery confidence and risk management and has therefore been identified as the preferred option.

5.5 Option 4: Dual vendor / individual service specific solutions

This option would involve procuring separate systems for different functional areas, such as Finance/Procurement and HR/Payroll. It has been rejected because it introduces significant integration complexity, fragmented accountability, greater data synchronisation risk and higher long-term support overheads. However, the procurement may allow limited partner components where objectively justified and tightly controlled.

5.6 Option 5: Shared service

This option has been rejected because market engagement did not identify a viable shared service route capable of meeting the Council's timescales, governance requirements and implementation needs. Existing shared service providers are either not onboarding new councils, are not aligned to the required timetable, or would introduce significant contractual and delivery uncertainty.

More detail on the options analysis can be found in Exempt Appendix B to this report.

6. Background information

6.1 The Council's ERP system is a core enabling platform. It supports financial management, budget monitoring, procurement, HR, payroll and workforce administration. It affects everyone from staff booking annual leave or accessing their payslip to every manager who relies on accurate financial, staffing and supplier information.

6.2 The current SAP ECC platform was implemented in 2001. Although it has been upgraded over time, the underlying technology and process model are now outdated. It no longer reflects the way the Council needs to operate and is increasingly difficult to maintain.

6.3 The key issues are:

- the system is approaching end of mainstream support in December 2027;
- the Council relies on manual workarounds and spreadsheet-based controls;
- there is no single, fully reliable source of finance, workforce and supplier data;
- processes are fragmented and inconsistent;
- highly skilled staff spend time on correction, reconciliation and chasing activity;
- system limitations create payroll, compliance, procurement transparency and audit risk;
- the user experience for managers, staff, suppliers and candidates is poor.

6.4 The Council has undertaken structured due diligence to develop the Business Case. This has included:

- engagement with Finance, HR, Procurement, Digital and service stakeholders;
- market engagement through an RFI process;
- testing of supplier capability and delivery models;
- consideration of shared service options;
- assessment of direct award feasibility;
- comparison of options against weighted criteria;
- development of a 10-year Total Cost of Ownership model;
- identification of key delivery risks and mitigations;
- development of a governance and delivery model.

6.5 The options appraisal concluded that a competitive procurement of a single integrated ERP solution is the strongest overall route. It provides the Council with the best opportunity to secure value for money, reduce risk and select a solution that meets its functional, technical, operational and financial requirements.

6.6 The procurement will be structured to preserve competitive tension and allow the Council to evaluate the balance between cost, quality, delivery confidence, risk transfer, platform capability and supplier experience. The approach will support selection of the Most Economically Advantageous Tender, rather than the lowest-cost solution alone.

6.7 The financial case has been developed using a 10-year Total Cost of Ownership (TCO) model, assessing the full projected cost of the ERP solution over its lifecycle, including software, implementation, support, licensing, hosting, maintenance, and associated delivery costs.

6.8 The model has deliberately avoided over-claiming benefits. No potential unverified cashable savings are assumed at this stage. Benefits will be further baselined and quantified as the programme moves through procurement, mobilisation and delivery.

6.9 The programme will be business-led, with Finance, HR and Procurement owning the outcomes and Digital providing technical assurance. Delivery will be supported by a clear governance model including Programme Board, delivery groups, business and technical design authorities, change governance, commercial governance and readiness oversight.

Procurement Strategy

6.10 The Council intends to undertake two linked procurements:

- Procurement 1: ERP software licences, implementation and support services through the CCS Back Office Software 2 (BOS2) framework
- Procurement 2 (if required): Business Integration (BI) services to support organisational change, adoption and transformation activity associated with the ERP implementation.

6.11 The Council expects to receive bids from a range of traditional ERP providers operating different delivery models, including provider-led and partner-supported implementation approaches.

6.12 The route to market for the Business Integration (BI) procurement (if required) will be determined separately following further consideration of the most appropriate procurement vehicle and market approach, when we have an indication of the likely ERP solution.

6.13 The recommended route to market for the ERP Procurement is the Crown Commercial Services (CCS) Back Office Software 2 (BOS2) framework through a further competition process.

6.14 This approach is intended to provide access to an established and relevant ERP supplier market whilst supporting a more efficient and controlled procurement process. It also allows the Council to undertake structured competition without the time and complexity associated with undertaking a fully open procurement procedure.

6.15 A key advantage of the BOS2 framework is that suppliers have already accepted the framework's underlying contractual structure and core terms and conditions. This is intended to reduce the extent of prolonged post-award contractual negotiation and support a more efficient mobilisation process following supplier selection.

6.16 The ERP procurement will include an Expression of Interest (EoI) stage as part of the further competition process under the BOS2 framework. This will enable the Council to assess supplier capability against its requirements and ensure that only those suppliers able to meet the Council's needs are invited to participate in the subsequent tender stages, in accordance with the provisions of the framework.

6.17 The Council will ensure that this process is conducted in a transparent and proportionate manner consistent with procurement legislation and the terms of the framework.

6.18 The procurement strategy explicitly recognises that different supplier delivery models can materially affect the level of dependency placed on Council resources, governance capacity and programme support requirements.

6.19 Separating Business Integration services into a dedicated procurement (if required) is intended to strengthen the Council's ability to secure specialist organisational change capability aligned to the chosen technology and that remains focused on business transformation, adoption and benefits realisation rather than solely technology delivery.

6.20 If deemed necessary to appoint a Business Integration company, procurement is expected to follow a different approach reflecting the nature of the services being procured. This may include supplier interviews or validation sessions to assess delivery methodology, organisational change capability and cultural alignment rather than a formal consultation phase.

6.21 The Council's Procurement and Social Value policies ordinarily require a minimum weighting of 10% to be applied to Social Value within tender evaluations. However, for this procurement the Council is proposing an alternative approach that places greater emphasis on securing the delivery of defined Social Value outcomes as contractual obligations rather than relying primarily on competitive commitments made during the evaluation process.

6.22 The ERP market differs from many traditional service and construction sectors in that suppliers are typically specialist software providers, implementation partners and technology consultancies. Whilst these organisations are well placed to deliver targeted employment, skills, apprenticeships, mentoring and digital inclusion initiatives, they are generally less able to provide the broader range of community-based Social Value activities often associated with large-scale construction, regeneration or place-based contracts. The Council therefore considers that a more targeted approach focused on employment, skills and digital inclusion outcomes is likely to deliver greater certainty and more meaningful benefits for residents.

6.23 Under the proposed approach, the Council would specify a number of mandatory Social Value commitments that would form contractual obligations for the successful supplier. These commitments would be monitored throughout the contract term and supported by appropriate contractual remedies in the event of non-delivery. The evaluation would then focus on assessing the credibility, governance and deliverability of the supplier's proposed approach to achieving those commitments, together with any additional Social Value benefits offered.

6.24 The proposed reduction in weighting from 10% to 5% would enable a greater proportion of the evaluation to focus on those factors most likely to determine the success of the ERP programme, including solution capability, implementation approach, supplier accountability, support arrangements and long-term value for money. The Council considers that this approach provides a more proportionate balance between securing meaningful Social Value outcomes and ensuring robust assessment of the critical factors that will influence the successful delivery of a major corporate transformation programme.

6.25 The proposal does not reduce the Council's expectations in relation to Social Value delivery; rather it seeks to secure defined Social Value outcomes through contractual commitments.

6.26 Overall, the proposed procurement strategy is intended to balance pace, competition, commercial control, implementation assurance and organisational transformation support in a way that is proportionate to the scale and strategic importance of the ERP programme.

7. Contribution to the Corporate Delivery Plan 2024-2026

7.1 The ERP Replacement Programme supports the Council’s strategic priorities by strengthening the core systems and processes that enable effective, reliable and accountable service delivery.

7.2 It contributes to **Getting the Basics Right** by supporting accurate and timely payment of staff and suppliers, strengthening financial controls, reducing reliance on manual workarounds and providing managers and staff with simpler, more reliable tools to carry out their responsibilities effectively.

7.3 It contributes to **Financial Sustainability** by improving financial management, strengthening budgetary control, increasing transparency over spend and procurement activity, reducing manual processing and creating stronger foundations for future efficiency and responsible stewardship of public resources.

7.4 It contributes to **Service Modernisation** by enabling automation, self-service, mobile access, standardised workflows and improved management information where appropriate.

7.5 It contributes to **Knowing Our Communities** by improving the quality, consistency and reliability of financial, workforce and supplier data, supporting better planning, evidence-based decision-making and stronger organisational insight.

7.6 The ERP platform is a foundational enabler for the Council's future ambitions. Without replacement, key services and corporate functions will continue to rely on manual workarounds rather than modern, system-enabled processes.

8. Carbon and Climate Change

8.1 The ERP Replacement Programme is expected to support the Council's environmental objectives through migration to a modern cloud-based platform and the reduction of reliance on legacy infrastructure.

8.2 The programme will support:

- reduced dependence on ageing hosted infrastructure;
- reduced paper-based processing through digitised workflows;
- improved procurement data to support sustainable procurement decisions;
- better reporting and management information to support organisational efficiency.

8.3 The programme is primarily about replacing critical end-of-life systems safely and responsibly. As part of the procurement, the Council will also ensure suppliers demonstrate strong commitments to sustainability, social value, ethical supply chains and reducing environmental impact where possible.

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

9.1 Finance

9.1.1 The proposal to seek to replace the existing obsolete ERP system will require non-recurring investment to support the implementation of the new ERP solution and increased annual revenue budget to cover the on-going licensing and support costs from 2028.

9.1.2 Extensive modelling of costs has been completed to determine the overall financial envelope for both non-recurring and recurring costs. Costs included in the business case and this report incorporate risk in delivering a replacement ERP system. Cost assumptions have been developed based on soft market testing and informed by industry knowledge of costs and confidence in the level of costs.

9.1.3 Based on current procurement to implementation timescales, it is expected that subject to approval by Cabinet and mandatory procurement standstill period that implementation will commence from January 2027. Costs included in the model account for keeping the existing SAP solution running until such time as the replacement system is fully implemented and readiness work completed in preparation for a system implementation in Spring 2027.

9.1.4 Details of the cost modelling are set out in the exempt report, however it should be noted that although the entirety of the transformation (one-off) costs are planned to be funded from the Flexible Use of Capital Receipts allocation, should disposals not fully materialise as expected, the Council would have no alternative but to utilise its General Fund (GF) balance (reserve) to fund any shortfall for this essential programme. In the event that this becomes necessary, the Council would plan to replenish the GF balance over as short a period as possible, but no longer than three years.

9.2 Procurement

9.2.1 The Chief Procurement Officer has been consulted in the preparation of this report and provides the following observations:

- Early market engagement (soft market testing) has been undertaken to assess the capability of the supplier market to deliver the Council's high-level requirements and to inform indicative cost assumptions.
- In accordance with Contract Standing Order (CSO) 2.01(b), Cabinet approval is required to commence procurement activity for contracts with an estimated value of £500,000 or above.
- The proposed procurement approach comprises of two separate but linked procurements:
    - **Procurement 1:** Procurement of the ERP technology/platform, implementation and ongoing support services; and,
    - **Procurement 2 (if required):** Procurement of business integration services.

9.2.2 This sequencing is intended to ensure appropriate alignment between the selected technology and delivery partner, whilst maintaining flexibility and competitive tension.

- It is proposed that Procurement 1 is procured via further competition under the Crown Commercial Service (CCS) Back Office Software 2 (BOS2) Framework, in compliance with CSO 7.02.
- The BOS2 framework was established in accordance with the Public Contracts Regulations 2015 and remains an accessible and compliant

route to market for the Council. Strategic Procurement has confirmed that the Council is an eligible user of this framework and that it provides an appropriate route to market for the Council's requirements.

- The further competition process will include an Expression of Interest stage undertaken in accordance with the provisions of the framework. This will enable the Council to assess supplier capability against its requirements and ensure that only suppliers able to meet the Council's requirements are invited to participate in the subsequent tender stage. This approach supports a focused and proportionate competition whilst maintaining compliance with the framework and procurement legislation.
- Procurement 2 - Business Integration services (if required) will be undertaken through a compliant procurement route to be determined, following selection of the ERP technology and associated delivery model and sourcing options.
- At this stage, it is not possible to disaggregate precise values between Phase 1 and Phase 2 contracts. This reflects differing commercial models within the market, where some suppliers provide bundled solutions (licence, implementation and support), while others price these elements separately. Accordingly, an aggregated contract value has been presented. Detailed contract values will be confirmed and reported to Cabinet at the point of contract award.

9.2.3 Contract Standing Order 6.03 ordinarily requires a Social Value weighting of 10-25% within procurement evaluations. However, it is recommended that Cabinet approves a waiver to allow a reduced weighting of 5% for the ERP procurement. The procurement will require bidders to be assessed against a broad range of complex technical, functional, implementation, commercial and delivery criteria. In this context, the Council's primary objective is to secure the most suitable technology platform and delivery approach whilst maintaining an appropriate focus on affordability, implementation risk and long-term operational resilience.

9.2.4 Benchmarking of recent local authority ERP procurements indicates that a 5% Social Value weighting is frequently adopted within the sector, with the majority of evaluation weighting allocated to quality, implementation capability and commercial considerations. The proposed approach therefore remains proportionate and consistent with market practice and maintains social value as a meaningful evaluation component whilst ensuring that the procurement outcome is principally determined by the factors most critical to successful ERP delivery.

9.2.5 Strategic Procurement confirm pursuant to CSO 18.01.4 (a) Cabinet approval is required to waive CSO 6.03 (social value evaluation criteria) where the contract value is £500,000 or more.

9.2.6 Strategic Procurement confirms that there are no procurement-related issues preventing Cabinet from approving the recommendations set out in this report.

9.3 Legal

9.3.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.3.2 Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b) and Section 1 of the Localism Act 2011, Cabinet has authority to approve the full Business Case for the replacement of the Council's Enterprise Resource Planning (ERP) system and the commencement of a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3 of the report is in line with the Council's CSO and also in line with law.

9.3.3 The report indicates and Strategic Procurement has confirmed that the ERP implementation and support contracts are to be procured via a framework and the indication is that the Crown Commercial Service (CCS) Back Office Software 2 (BOS2) Framework is to be used. This is a compliant route to procure such contracts in line with the Council's CSO 7.02.

9.3.4 The Business Integration procurement (if required) is to be undertaken through a compliant procurement route to be determined at a later stage

9.3.5 The report also seeks approval for a waiver of Contract Standing Order 6.03 in respect of Social Value weighting. In accordance with CSO 18.01.4(a), Cabinet has authority to approve such a waiver for contracts with an estimated value of £500,000 or more, and the proposal set out in the report is consistent with these provisions.

9.3.6 The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

9.4 **Equality**

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

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

9.4.2 These duties apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. In addition, Haringey Council recognises socioeconomic status as a local protected characteristic.

9.4.3 The implementation of a modern ERP solution will support the Council in meeting these duties by improving the way it captures, manages and uses data and by enabling more consistent and inclusive processes across the organisation.

9.4.4 A new system will provide enhanced reporting and analytics, allowing the Council to better understand workforce demographics, identify disparities, and monitor outcomes across protected characteristics. This will strengthen the Council's ability to evidence compliance with the Public Sector Equality Duty and take informed action where inequalities are identified.

9.4.5 Standardised and more transparent processes, particularly across recruitment, workforce management and decision-making will help reduce the risk of bias and ensure greater consistency and fairness in how decisions are made. Improved data quality and audit trails will also support accountability and oversight.

9.4.6 The system will also enable better support for employees through improved tracking of reasonable adjustments, flexible working arrangements and access to training and development opportunities, helping to ensure these are managed fairly and consistently.

9.4.7 Overall, the new ERP solution will provide a stronger foundation for inclusive, evidence-based decision-making, supporting the Council not only to meet its statutory duties but also to embed equality, diversity and inclusion more effectively across its operations.

10. Use of Appendices

- EXEMPT Appendix A – Exempt Cabinet Report
- EXEMPT Appendix B: Options Paper
- Appendix C: ERP Replacement FAQs

11. Background papers

No background papers.

ERP Replacement Programme

Frequently Asked Questions

June 2026

ERP Programme – Frequently Asked Questions

Why are we doing this and what decision is being made?

Q1. Why is the Council doing this now?
The Council's ERP system supports day-to-day services including finance, HR, payroll and procurement. The current system is ageing and becoming harder and more expensive to support. Doing nothing would increase risk to key services and make it harder for the Council to run efficiently and meet its responsibilities. This programme is about replacing and improving a critical part of the Council's core infrastructure in a planned and controlled way.

Q2. Is this a transformation programme or a system replacement?
It is both. The programme replaces ageing systems, but it is also a wider transformation programme. Alongside new technology, the Council will improve processes, management information, ways of working and the experience for staff and managers over time. The aim is not change for change's sake, but to modernise how core corporate services work.

Q3. What is Cabinet being asked to approve?
Cabinet is being asked to approve the business case, the route to market and the funding required to allow the Council to proceed into procurement and implementation mobilisation. Cabinet is not being asked to appoint a supplier at this stage. Final supplier recommendation, contract pricing and implementation proposals will return to Cabinet following procurement before any award decision is made.

Q4. What is the timeline?
Subject to approval, the Council is targeting procurement launch in Summer 2026, contract award in early 2027, with implementation following supplier appointment and go-live in mid-2028. This reflects the scale and complexity of replacing the Council's core ERP estate while maintaining operational continuity.

Q5. Why not stay on SAP?
The issue is not SAP itself, but the Council's current SAP system is over 25 years old and no longer provides a sustainable long-term solution. The procurement process will assess a range of options and suppliers. No decision has been made on the future technology platform, and SAP may still form part of the solution selected through procurement.

Q6. We have seen ERP failures in local councils and elsewhere. What makes this different?
The Council is very aware that some ERP programmes in local government have struggled. Common reasons include trying to do too much at once, weak governance and leadership, poor data quality or unrealistic plans. Lessons from other councils have been built into this programme, including stronger governance, phased delivery, clearer controls and a focus on readiness.

Q7. What does this mean for staff day to day?
Over time staff should experience simpler processes, better systems, fewer workarounds and improved information. Changes will be phased and supported through training and engagement.

Q8. How will this improve things for residents?
While residents will not directly use the ERP system, better finance, HR and procurement systems help the Council run more efficiently, pay suppliers on time, manage resources better and support frontline services. Modern platforms can also create opportunities for future improvements in digital services, making it easier for residents to access information and interact with the Council, where appropriate.

Q9. What happens if this decision is delayed?
Delaying the decision increases reliance on an ageing system and creates greater service, resilience and delivery risks. It could also delay implementation and increase cost pressure over time.

Q10. How are we ensuring the Council does not take on too much change?
One of the key lessons from ERP failures is that organisations often try to transform too much in a single programme. The Council is reviewing requirements carefully to distinguish between essential day-one requirements and areas that could be phased later, helping reduce delivery risk and organisational burden.

Q11. How are risks being managed going forward?
Risks will continue to be managed through programme governance, regular reporting, escalation routes, and Programme Board oversight and monitored throughout procurement and implementation.

ERP Programme – Frequently Asked Questions

Costs, affordability, and procurement

Q12. What was the previously agreed £1.9m funding used for?
The March funding request of £1.9m through to 2027 is to support the Council in completing the critical pre-market and mobilisation activities required to run a credible procurement and prepare for implementation. This included governance, planning, market testing, requirements work, data readiness, financial modelling, procurement preparation and business change activity.

Q13. Is this the total cost of the programme?
No. This funding being requested now supports the next phase of procurement and mobilisation activity. The wider programme costs are set out in the business case and financial model, which provide a 10-year Total Cost of Ownership estimate. Final costs will only be confirmed following procurement and supplier competition. Cabinet will see updated costs and recommendations before any contract is awarded.

Q14. How are we protecting against cost escalation?
The financial model includes contingency and risk allowances for areas of uncertainty. Cabinet is approving a route to market and funding envelope, not a final supplier cost. Competition through procurement will test pricing before any final decision is made.

Q15. What if supplier bids come in higher than expected?
The Council has developed market-informed cost assumptions and a prudent affordability model. If bids materially exceed expectations, there will be decision points before contract award where the Council can consider options including scope, phasing or affordability decisions. Cabinet will retain oversight at that stage.

Q16. How confident are we in the financial model?
The financial model is based on market testing, benchmark data, supplier responses and internal assumptions. It includes prudent ranges and contingency provisions. However, like any pre-procurement model, it remains indicative and will be refined through live market competition.

Q17. Are we relying on savings to justify the programme?
No. The business case is not dependent on speculative savings. The main case for change is service resilience, modernisation, replacing ageing systems and reducing operational risk. Potential savings may arise over time but are not assumed as a core funding justification.

Q18. How are we making sure suppliers do not underbid and create problems later?
The procurement approach is designed to look at quality, delivery credibility, implementation approach and experience; not price alone. Supplier track record, references and delivery assumptions will all form part of the assessment.

Q19. Why are we confident in the procurement route?
The Council has undertaken market testing, procurement design work and external challenge to ensure the route to market is credible and competitive. Legal, procurement and commercial advice are supporting the final design, and Cabinet is being asked to approve the route to market rather than a supplier appointment.

Q20. Why is the proposed Social Value weighting 5% and not higher?
Social Value is an important part of the procurement and will be considered alongside quality, cost and delivery capability. The proposed 5% weighting strikes a balance between securing social value benefits for Haringey and ensuring the Council selects the solution and delivery partner best placed to support critical services and deliver the programme successfully.

Q21. What happens after procurement?
Cabinet will receive a recommended supplier, updated costs and an implementation proposal before any contract award. Following approval, implementation will move into design, build, testing, training, business readiness and go-live preparation.

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Report for:	**Cabinet Meeting – 14** July 2026
Item number:	11
Title:	All Void works Procurement
Report authorised by:	Sara Sutton – Corporate Director Adults, Housing & Health
Lead Officer:	Mitchell Wooding / Mitchell.Wooding@haringey.gov.uk
Ward(s) affected:	All
Report for Key/ Non-Key Decision:	Key Decision

1. **Describe the issue under consideration**

1.1. This report seeks approval to transform the Council's approach to delivering void works across its housing and temporary accommodation portfolio by enhancing the current delivery model through a more coordinated and multi-disciplinary approach, supported by a hybrid structure. This would bring together a core in-house capability with a flexible supply chain to optimise delivery of refurbishment, compliance, and remediation works.

1.2. The objective is to ensure more homes are available to residents more quickly, by accelerating the turnaround of void properties. This will play a key role in addressing housing pressures, enabling more residents to access safe and secure accommodation sooner. In doing so, the Council will strengthen service standards and compliance, deliver better value for money, and make best use of its housing assets. Reducing the time homes remain empty will also help limit income loss, protect property condition, and reduce avoidable costs, including reliance on Temporary Accommodation. Overall, this approach supports a more resilient, flexible, and responsive delivery model aligned to the needs of residents and the effective stewardship of the Council's housing stock.

2. **Cabinet Member Introduction**

2.1. No matter whether a property is owned privately, or by the Council, every empty home in Haringey is a missed opportunity to address the housing crisis.

2.2. The failure of central Government to implement rent controls and its decades of underinvestment in building council homes has resulted in more people finding themselves homeless or in entirely unsuitable accommodation.

2.3. Facing this scale of demand, it is essential that the Council ensures that every single empty home is occupied as quickly as possible.

2.4. This proposal will increase capacity, flexibility, and coordination in our existing repairs service, ultimately reducing the amount of time that our homes sit empty.

2.5. With a further 1,700 new council homes to be delivered over the next 5 years, we anticipate a continued high turnaround of residents since new homes are often occupied by those in temporary accommodation or other council properties.

2.6. The flexibility offered by commissioning external capacity, alongside our own in-house service, enables the Council to effectively manage peaks in demand when new builds are completed.

2.7. Whilst thousands of private homes across London bought solely as investment opportunities sit empty, in Haringey, we are taking decisive action to tackle the housing crisis and reduce empty homes.

3. Recommendations

It is recommended that Cabinet:

3.1. Approves the procurement of a multi-service call-off contract to support the delivery of void (empty property) refurbishment, compliance, and remediation works across the Council's housing portfolio, as outlined in Section 1, for an initial five-year term with options to extend by up to two further one-year periods (5+1+1).

3.2. Notes that Cabinet reports will be presented seeking approval to award the contracts following completion of a compliant procurement process and evaluation of tenders received detailing the outcome of the procurement, the recommended contractors, contract values, affordability within approved budgets, and any associated financial implications for the Housing Revenue Account and General Fund.

4. Reasons for decision

4.1. The Council continues to experience significant demand for void refurbishment, compliance, and remediation works across a diverse housing portfolio comprising General Needs, Sheltered Housing, Temporary Accommodation, Hostels, Lodges, Acquisitions, and Private Sector Leased properties, managed by partner organisations. Until a property is returned to a lettable standard and re-occupied, rental income cannot be recovered and may incur additional costs associated with managing empty homes, including security, utilities, council tax liabilities, and deterioration of the asset.

4.2. Any delays in returning properties to use also place additional pressure on homelessness and Temporary Accommodation services, limiting the availability of housing stock and increasing the potential need for alternative accommodation solutions. Given the range of property types, variable condition of void properties, and differing service requirements across the housing portfolio, the Council requires a flexible and scalable delivery model capable of responding to fluctuations in demand and accelerating the re-letting process.

4.3. The current delivery model comprises a combination of in-house resources and multiple contractor arrangements managed independently across different service areas. This has created fragmented commissioning arrangements, inconsistent performance management, differing specifications and pricing structures, and reduced visibility of overall demand. A single multi-service contract will provide additional capacity to support in-house teams, improve coordination, standardise delivery and reporting arrangements, strengthen commercial oversight, and help reduce void turnaround times.

4.4. The anticipated scale and variability of demand across the Council's housing portfolio demonstrates the need for a coordinated strategic approach. The proposed procurement will establish a multi-provider call-off contract arrangement, providing the Council with access to additional capacity to support the delivery of void refurbishment, compliance and remediation works as and when required. As a call-off contract, no minimum value or volume of work is guaranteed, and works will only be commissioned in response to operational need and subject to approved budgets. The procurement will provide the flexibility required to manage changing demand across the housing portfolio, deliver value for money, and support the Council's objective of reducing rental income loss by returning properties to occupation as quickly as possible.

5. Alternative options considered

5.1. **Do nothing** – Rejected. Maintaining the current delivery model would retain a fragmented approach to commissioning, with ad-hoc procurement and separate contractor arrangements operating across multiple housing services. This would continue to place significant pressure on in-house resources and limit the Council’s ability to respond consistently to fluctuations in demand. The resulting inefficiencies are likely to contribute to longer void turnaround times, increasing the period during which properties remain unavailable for occupation. Prolonged void periods result in lost rental income to the Housing Revenue Account and General Fund, increase holding costs associated with empty properties, and can lead to further deterioration in property condition, resulting in additional repair costs before homes can be re-let. This option would not provide the strategic oversight, capacity, or coordinated approach required to address current service pressures and maximise the availability of housing stock.

5.2. **Short-term procurement arrangements** – Rejected. A series of short-term contracts could provide additional capacity and maintain competition within the market. However, this approach would continue to operate within a largely fragmented commissioning framework and require repeated procurement exercises throughout the contract period. This would increase administrative costs, reduce opportunities for long-term planning and supplier investment, and limit the Council’s ability to establish consistent standards, performance management arrangements, and pricing mechanisms. Whilst offering some flexibility, this option would be less effective in delivering sustained improvements in void turnaround performance, reducing rental loss, and achieving value for money across the housing portfolio.

5.3. **Fully in-sourced delivery model** – Rejected. The Council currently operates an in-house voids service with a dedicated management structure and three teams of operatives, which is performing strongly against agreed delivery targets. The Council has historically delivered void refurbishment, compliance and remediation works through a hybrid model, combining a core in-house workforce with external contractors to provide additional capacity, resilience and specialist expertise where required. This approach has evolved over time in recognition of the variable nature of demand and has enabled the Council to respond effectively to changing operational requirements across the housing portfolio. Whilst expanding the in-house service to deliver all void refurbishment, compliance and remediation works was carefully considered, a wholly in-sourced approach would limit the Council's ability to respond flexibly to fluctuating levels of demand. Demand for void works is inherently variable and influenced by a range of factors including tenancy turnover, the condition of properties upon vacation, compliance and remediation requirements, housing acquisitions, regeneration activity, and the Council's housebuilding and housing delivery programmes. For example, initiatives such as the Neighbourhood Moves Scheme and regeneration-related moves can generate additional void properties requiring inspection, refurbishment and preparation for re-letting, whilst fluctuations in property condition can significantly affect the complexity, scope and duration of works required. As a result, both the volume and nature of demand can vary considerably over time. Maintaining sufficient in-house capacity to respond to periods of peak demand would require the Council to employ and retain a substantially larger workforce than is required under normal operating conditions, creating a risk of underutilisation during quieter periods and reducing overall value for money. Whilst a fully in-sourced model would also require significant investment and a substantial mobilisation period to recruit, train and develop the necessary workforce and management capacity, the principal limitation is the reduced flexibility and scalability of such an approach. A fully in-sourced model would therefore be less well positioned to respond efficiently to changing demand patterns and operational pressures. In contrast, the proposed continuation of a hybrid model enables the Council to retain a strong core in-house service while accessing external capacity as required, providing the flexibility, resilience and scalability needed to respond to fluctuations in demand. This approach allows resources to be adjusted in line with operational requirements, supports the timely return of homes to occupation, and delivers better value for money through a balanced and sustainable delivery model.

6. Background information

6.1. The Council is currently managing a backlog of approximately 500 empty homes requiring refurbishment, compliance and/or remediation works before they can be returned to occupation. The backlog has developed over time as a result of fluctuating void volumes, increasing complexity of works, resource constraints, and broader pressures across the housing portfolio. Demand is also expected to remain elevated due to the Council's successful housing delivery and regeneration programmes. In particular, the delivery of new Council homes can generate additional void activity through mechanisms such as the Neighbourhood Moves Scheme, which enables existing Council tenants to move into newly built Council homes. Whilst this ensures new homes are occupied quickly and supports better housing outcomes for residents, each successful move creates a vacancy elsewhere within the housing stock. These resulting empty properties must then be inspected, repaired and prepared for re-letting. In practice, a single letting through the Neighbourhood Moves Scheme can therefore generate an additional empty home requiring refurbishment works, increasing demand on services and the resources required to return homes to occupation. The impact of these programmes on void demand is not uniform over time. New Council homes and regeneration schemes are typically delivered in phases, with completions occurring in waves rather than as a consistent annual flow. As a result, some years may generate significantly higher levels of void activity than others, depending on the scale and timing of development completions, acquisitions, regeneration programmes and tenant moves. In addition to fluctuations in volume, the complexity of void properties can vary considerably. Some properties may require only routine repairs and decoration, whilst others require extensive refurbishment, specialist remediation works, compliance upgrades, or structural repairs. This variability in both the volume and complexity of works creates peaks and troughs in workload that are difficult to accommodate through a fixed workforce without either over-resourcing during quieter periods or creating service delays during periods of elevated demand.

6.2. The existing backlog is expected to be managed through current contractual arrangements and available resources. However, given the scale and duration of the backlog reduction programme, there may be a period of overlap between the completion of legacy backlog works and ongoing business-as-usual demand. Accordingly, the proposed contract values have been established with sufficient flexibility and ceiling capacity to accommodate fluctuations in demand and changing service requirements across the housing portfolio. The contract ceilings should therefore be regarded as maximum contractual capacities rather than an indication of anticipated expenditure and will provide the Council with the ability to respond to operational pressures, variations in future void volumes, and evolving housing needs.

6.3. The proposed procurement has been designed to provide a flexible and scalable business-as-usual delivery model for empty home refurbishment, compliance and remediation works across the Council’s housing portfolio. Whilst the primary purpose of the contract is to support ongoing operational demand, there may be a period during which the completion of legacy programmes overlaps with new void activity. The proposed contract values have therefore been established with sufficient headroom to accommodate fluctuations in demand, changes in void volumes and evolving operational requirements. The flexible call-off nature of the contract will enable the Council to scale delivery capacity in response to service needs while maintaining performance standards, minimising void turnaround times, supporting the timely return of properties to occupation and maximising the availability of housing stock. The contract values represent maximum contractual capacity rather than anticipated expenditure and do not commit the Council to any minimum level of spend.

6.4. Historically, void refurbishment, compliance and remediation works across the Council's housing portfolio have been delivered through a combination of in-house resources and service-specific contractor arrangements. Individual service areas including General Needs Housing (which includes Hostels and Lodges), Temporary Accommodation, Acquisitions, Home for Haringey Private Sector Leasing, Council Private Sector Leasing and HCBS have procured and managed outsourced works separately, often using different contractors, specifications and processes. Haringey Repairs Service continues to undertake a proportion of void refurbishment works through its in-house workforce, delivering on average 250 properties per year with external contractors utilised to provide additional capacity, specialist expertise and support during periods of increased demand. During 2025/26, approximately 301 empty homes were delivered through outsourced arrangements across the Council's housing portfolio, demonstrating the scale and diversity of demand that exists across multiple tenures and accommodation types. The table below provides a breakdown of the number of outsourced voids delivered and actual values by each service area

6.5. These arrangements have developed over time in response to service-level needs and funding structures, resulting in a diverse operating landscape. While this has enabled services to respond flexibly to immediate priorities, it has also led to variations in how works are commissioned, managed, and monitored across the portfolio as well as prices and therefore value for money.

6.6. Contracting approaches have typically included a mix of term contracts, single properties or projects, and utilising existing legacy arrangements. As a result, there is currently no single, unified framework governing delivery, performance management, or pricing structures across all void-related works. Where possible these arrangements will be maintained or other interim arrangements put in place pending the approval to procure and subsequent procurement of a new delivery model.

6.7. Internal reviews and cross-service stakeholder engagement have identified opportunities to align approaches, improve visibility of demand, and establish more consistent processes for standard setting, commissioning, managing and reporting performance across this service provision. These insights have informed the development of the proposal to re-procure.

6.8. To ensure interest from the market and maintain a financially viable workstream for the successful bidder, the proposal will aggregate demand across services so that there will be a consistent level of demand and thereby orders for the successful bidders. This approach represents a shift from historic, reactive procurement toward a more strategic and sustainable operating model that supports improved performance and better outcomes for residents.

6.9. To support capacity, resilience, value for money and ongoing competitive tension, the procurement will be structured to allow for up to four contractors. Each contractor will deliver the full scope of void refurbishment, compliance and remediation works across the Council's housing portfolio. The contracts will not be aligned to specific housing services or property types, allowing the Council maximum flexibility to allocate work according to operational demand, contractor performance and service priorities.

6.10. The Council intends to appoint up to four contractors, following market engagement to identify the most appropriate strategy regarding value for money and capacity to scale up and down accordingly to demand. Contracts will be issued under a non-exclusive call-off arrangement and may be aligned to lots where appropriate. Contractors appointed will be required to demonstrate the capability and capacity to deliver Minor, Major and Extensive Voids across all property types included within the scope of the contract. Continued work allocation will be performance-based and managed by Haringey Repairs Service in close liaison with other stakeholders to ensure optimal use of resources, resilience of supply, and delivery of value for money throughout the contract term.

6.11. If applicable, a Lot structure would apply equally with each Lot delivering all Voids Refurbishment, Compliance and Remediation Works – Delivery of Minor, Major and Extensive Void works across all housing property types and tenures and accommodation types within the Council's housing portfolio, providing additional capacity, resilience and business continuity.

6.12. All bidders will therefore be required to demonstrate the capability and capacity to deliver across the full range of property types and void categories (Minor, Major, and Extensive), ensuring a consistent standard of delivery regardless of allocation. Tender submissions will be evaluated using a balanced assessment of both quality and price to identify the Most Advantageous Tender (MAT) and secure best value for the Council. Evaluation criteria will consider factors including technical capability, experience of delivering similar programmes, mobilisation arrangements, contract management proposals, social value commitments, quality assurance processes, health and safety arrangements, and approaches to resident and stakeholder engagement. This approach will ensure that contract awards are made not solely on the basis of lowest cost, but on the basis of the optimum combination of quality, performance, service delivery, and whole-life value for money, ensuring the Council appoints contractors capable of delivering efficient, high-quality outcomes and supporting the timely return of homes to occupation

6.13. To support effective planning, performance management, and resource allocation, void properties are categorised based on the complexity, scope, and value of works required to return them to a safe, compliant, and lettable standard. The categorisation framework enables the Council to assess the scale of refurbishment required, allocate appropriate resources, establish target completion timescales, and monitor contractor performance consistently across the housing portfolio. Void properties are classified as Minor, Major, or Extensive, as set out below

6.14.

Void Category	Description	Cost Threshold	Expected Duration of works
Minor Voids	Works of a relatively low complexity requiring standard refurbishment and repairs to return the property to a lettable standard.	See exempt appendix A	Less than 14 days
Major Voids	More complex refurbishment works requiring additional repairs,	See exempt appendix A	Between 14 and 28 days

	replacements, or compliance-related activities before re-letting.		
Extensive Voids	Properties requiring significant refurbishment, structural repairs, or specialist remedial works prior to occupation.	See exempt appendix A	More than 28 days

6.15. The Council's Asset Management Strategy sets out its long-term investment priorities for the housing stock, including a commitment to invest £570 million in Council homes over the next ten years. A key objective of the Strategy is to ensure all Council homes achieve the Decent Homes Standard by March 2028, alongside delivering improvements to building safety, fire safety, sustainability and energy efficiency. Whilst significant progress has been made, historic underinvestment in parts of the housing stock means that some properties require substantial refurbishment and remedial works when they become void before they can be returned to occupation.

6.16. The proposed procurement will provide the Council with a flexible and scalable delivery model capable of responding to the full range of void categories, from Minor Voids requiring routine repairs through to Major and Extensive Voids involving significant refurbishment, specialist remediation or structural works. The contract will operate alongside the Council's wider asset management, partnering and capital investment arrangements, enabling the most appropriate delivery route to be selected based on the nature, complexity, value and urgency of the works required. This approach will ensure properties are returned to a safe, compliant and lettable standard as quickly as possible while providing flexibility to undertake wider improvements during the void period where this represents the most efficient use of resources.

6.17. The majority of works delivered through this contract will comprise revenue-funded repairs and maintenance activities required to return properties to a safe, compliant and lettable condition. However, where works undertaken during the void period meet the Council's approved capitalisation criteria and demonstrably enhance, replace or extend the useful life of an asset, the associated costs will be treated as capital expenditure in accordance with the Council's accounting policies, Capital Strategy, Financial Regulations and Housing Revenue Account accounting requirements. Appropriate approval processes will be applied to ensure all capital expenditure is identified, authorised and funded through the relevant capital programme.

6.18. The table below sets out the estimated annual business-as-usual demand for void refurbishment, compliance and remediation works across the housing portfolio based on current service requirements and historic activity levels. These figures represent the anticipated steady-state level of expenditure once the existing backlog of void properties has been substantially addressed.

6.19.

While the annual business-as-usual demand is estimated as set out in Exempt Appendix A the proposed contract ceiling will be set at a higher level to provide sufficient capacity to accommodate future fluctuations in demand. The contract values for procurement should therefore be viewed as a maximum call-off capacity rather than an expected level of annual expenditure.

6.20. To support financial planning and procurement modelling, the Council has developed indicative assumptions regarding the expected annual volume of outsourced void properties and the associated budget requirements. The figures set out below illustrate the anticipated relationship between demand and expenditure under a business-as-usual operating model, together with the average outsourced expenditure per void property by tenure type. The average cost per void varies across the housing portfolio, reflecting differences in property size, condition, compliance requirements, specification standards and the complexity of works required to return properties to a safe, compliant and lettable standard. These figures are intended for planning purposes only and actual volumes and costs will vary depending on the nature and condition of individual properties.

6.21. Prospective bidders will be required to submit a percentage uplift or discount against the National Housing Federation (NHF) Schedule of Rates as part of their tender submission. The NHF Schedule of Rates provides an industry-recognised pricing framework for housing maintenance and refurbishment works, ensuring consistency in the specification, valuation, and pricing of activities across the contract. Using this approach will enable the Council to accurately price individual work orders through a transparent breakdown of costed items, support robust budget forecasting, and provide clear evidence of value for money throughout the contract term. The model will also facilitate consistent comparison of contractor performance and pricing, whilst allowing flexibility to respond to varying property conditions and work requirements.

6.22. The contract will be let using a Joint Contracts Tribunal (JCT) Measured Term Contract (MTC) form of contract. A JCT MTC is a widely used standard construction and maintenance contract that enables a client to instruct and procure individual packages of work on an as-needed basis over a defined contract period. Rather than committing to a fixed volume of works or guaranteed spend, the contract operates through a call-off arrangement, whereby works are ordered and valued in accordance with the agreed pricing mechanism and the Council’s operational requirements. This approach provides flexibility to respond to fluctuations in void volumes, property condition, service demand, and funding availability, while maintaining a consistent contractual and commercial framework.

6.23. As a result, the Council will not guarantee any minimum level of expenditure, workload, or value of works to the appointed contractor(s). The contract value represents an estimated maximum spend based on anticipated demand and available budget over the contract term and is provided for procurement and financial planning purposes only. All works will be commissioned through individual call-off orders, subject to service requirements, budget availability, and the Council’s internal approval processes.

6.24. The purpose of this procurement is to establish sufficient contractual capacity and flexibility to support the delivery of void refurbishment, compliance and remediation works across the Council’s housing portfolio and to assist in addressing existing and future demand. The procurement does not seek approval for any additional capital or revenue budget provision and does not commit the Council to any minimum level of expenditure.

6.25. The Council sets it budgets for both the General Fund and the Housing Revenue Account annually through the established budget setting process, including Cabinet consideration and Full Council approval. Any expenditure incurred through the proposed contracts will be managed within approved service budgets and available funding. Should future service pressures identify a requirement for additional revenue or capital funding, this would be considered separately through the Council's normal budget-setting and governance processes.

6.26. Robust budget monitoring and financial controls will remain in place throughout the contract term to ensure expenditure is managed within approved budgets and overall contract limits. Regular monitoring of commitments, spend, forecasts, and demand trends will be undertaken by commissioning services and Haringey Repairs Service as part of the contract management arrangements. This will ensure that resources are allocated appropriately, value for money is maintained, and expenditure remains aligned with the Council’s Medium Term Financial Strategy, Housing Revenue Account budgets, and approved capital programmes where applicable.

6.27. Overall contract management responsibility for the contracts will sit with Haringey Repairs Service, being the lead client, and in close liaison with Housing Demand, will provide central oversight of performance, compliance, and commercial management across and on behalf of all service areas. This will include managing contractor performance against agreed Key Performance Indicators and service standards, monitoring spends, forecasting demand, and ensuring value for money, administering contractual processes, including change control, performance improvement measures, and escalation procedures, and Ensuring compliance with statutory, regulatory, and Council requirements.

6.28. A structured performance and governance regime will be implemented, comprising monthly performance reviews to assess delivery against Key Performance Indicators, monitoring programme delivery and quality. Quarterly contract review meetings involving all key stakeholder representatives will review strategic performance & delivery, financial management, risks and continuous improvement opportunities.

6.29. While overarching contract management will be centralised, day-to-day delivery of works will remain the responsibility of individual commissioning service areas. These services will be able to and responsibly forecasting void volumes and programme requirements, setting their required standards and any enhancements over and above the base re-let standard, raising and managing works orders, monitor operational delivery and approval of completed works and associated invoices, and providing feedback to the quarterly review and monthly HRS management on contractor performance.

6.30. This governance structure is intended to ensure a balance between centralised control and consistent standards, and service-level flexibility and responsiveness, enabling effective oversight while maintaining accountability at the point of housing provision and delivery. Performance reporting will be structured to support transparency, with clear and accessible data on contractor performance, spend, and delivery outcomes.

6.31. Voids performance is reported to various committees/boards, internal housing boards and senior officers to retain better oversight of performance, identify issues, and drive improvements. This includes reports to the Housing, Planning and Development Scrutiny Panel, Housing Improvement Board, Housing Senior Management Team, the Chief Executive, and Housing Board. Housing Board, chaired by the Corporate Director of Adults, Housing and Health, is also receiving regular updates on progress of the voids review and the work of the new Strategic Working Group.

6.32. The Resident Voice Board will also regularly receive Housing Services' Key Performance Indicators on a quarterly basis, where General Needs and Sheltered Housing voids as a percentage of stock are reported. These Key Performance Indicators are also shared with the Housing, Planning and Development Scrutiny Panel and our internal Housing Improvement Board as a standard agenda item. Our Key Performance Indicators are published quarterly on the website.

6.33. The proposal is set within a broader political, regional, and local context where there is increasing demand for housing, heightened expectations around property standards, and stronger regulatory requirements relating to safety, compliance and value for money.

6.34. At a borough level, the need to maximise housing availability and reduce void turnaround times is critical, particularly given ongoing pressures within Temporary Accommodation and homelessness services. National and local policy drivers emphasise housing quality, tenant safety, and efficient use of public resources, all of which this proposal seeks to support.

6.35. The proposal has been informed by engagement with internal stakeholders across housing services. Feedback has consistently highlighted the need for greater coordination, improved performance management, and clearer specifications for works. Consultation with the Residents Voice Board will be an integral part of both the procurement and standards setting activities both prior to and during the contract period.

6.36. A number of key risks have been identified. These include potential inaccuracies in forecasting demand, cost pressures arising from fluctuating volumes of work, and the risk of contractor underperformance. There is also mobilisation risks associated with implementing a new, cross-service delivery model. To mitigate these risks, robust mobilisation and contract management arrangements led by Haringey Repairs Service in close liaison with Housing Demand, will set out clearly defined performance indicators, involve regular monitoring and reporting, and governance structures to ensure oversight at both operational and strategic levels.

6.37. Financial controls will include call-off mechanisms ensuring contractors are only paid for completed works, budget monitoring to ensure the contract and service delivery remains sustainable, cost management to ensure price and cost remain consistent and demonstrate value for money throughout the contract term, while strong supplier management and escalation processes will address performance issues. Overall, these measures are designed to ensure that risks are actively managed and that the anticipated benefits of the new approach are realised.

6.38. Current pressures relating to void turnaround times, variable contractor performance, and fragmented delivery arrangements contribute to avoidable rental loss across the housing portfolio. In addition to direct income loss, prolonged void periods can also increase wider financial pressures on the Council, including increased reliance on Temporary Accommodation placements and additional costs associated with holding empty properties, such as security, utilities, council tax liabilities, and reactive repairs resulting from deterioration whilst properties remain unoccupied.

6.39. The proposed coordinated and strategic delivery model is intended to reduce the average time taken to return properties to a lettable standard and therefore minimise rental loss to the HRA and General Fund. Improved performance management, greater consistency in service delivery, enhanced contractor oversight, and clearer accountability arrangements are expected to support faster completion of void works and quicker re-letting of homes.

7. Contribution to the Corporate Delivery Plan High Level Strategic outcomes.

7.1. This proposal supports and contributes directly to the delivery of Haringey Council's Corporate Delivery Plan (2024–2026), which sets out the Council's overarching ambition to create a fairer and greener borough through eight key strategic themes

7.2. The primary alignment is with the "Homes for the Future" priority, which focuses on ensuring residents have access to safe, secure, and good-quality housing. By improving the efficiency, quality, and consistency of void works and reducing turnaround times, the proposal will increase the supply of lettable homes and support the Council's wider housing objectives, including reducing reliance on Temporary Accommodation and improving standards across the housing portfolio.

8. Carbon and Climate Change

8.1. The introduction of structured contracts enables the Council to embed clear environmental and energy efficiency requirements within specifications. This may include the use of more energy-efficient materials, improved insulation, and the installation or upgrade of heating, lighting, and water systems where appropriate. By standardising these requirements across all void properties, the Council can ensure a more consistent approach to improving energy performance and reducing energy consumption across the housing stock.

8.2. A coordinated delivery model will reduce inefficiencies associated with ad hoc procurement and repeat site visits. Better planning and scheduling of works across multiple properties will help minimise travel requirements for contractors and reduce associated emissions. Aggregated demand also enables improved logistics, including bulk purchasing and streamlined supply chains, which can further contribute to lowering the overall carbon footprint of delivery.

8.3. The proposal also supports climate change adaptation by ensuring that properties are brought back into use in a safe, compliant, and resilient condition. Compliance works covering areas such as heating, ventilation, electrical safety, and water systems provide an opportunity to ensure that homes are better equipped to cope with changing environmental conditions, including extreme weather and increased energy demand.

8.4. The long-term nature of the contracts allows the Council to work proactively with contractors to drive continuous improvement in sustainability performance over time. This includes the potential to introduce carbon reduction targets, monitor environmental performance, and adopt new technologies and practices as they emerge.

9. Statutory Officers comments Finance, Procurement, Legal and Equalities

9.1. Finance

9.1.1. Finance comments are contained in Exempt Appendix A

9.2. Procurement

9.2.1. Strategic Procurement notes the contents of this report

9.2.2. Setting up a long-term contract to cover the delivery of voids across the Council will certainly help reduce delays when it comes to voids operation. This arrangement will help manage voids in a strategic way by eliminating the number of re procurements we do routinely. The Council will also benefit from a consistent fixed rate across all services, supporting transparency, value for money and better cost control.

9.2.3. Contract management will form an important aspect of the operation of this contract. The service has a responsibility of managing the delivery of the contract to the required standard as defined in the specification.

9.2.4. This procurement opportunity will be tendered in accordance with the Councils' CSO's, with primary consideration given to CSO's 7.02 and 8.01. Where it is not possible to use either CSO 7.02 or 8.01, approval for an alternate route to market will be sought from the Chief Procurement Officer.

9.2.5. Strategic procurement (SP) will work with the service to ensure value for money is achieved through the procurement activity, including delivery of the social value aligned with the Council's priorities.

9.2.6. The recommendation to approve the commencement of this procurement exercise is in accordance with CSO's 2.01b

9.3. **Legal**

9.3.1. The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.3.2. Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet may approve the commencement of procurement process where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3.1 of the report is in line with the Council's CSO.

9.3.3. Strategic Procurement has indicated that the contract would be procured either through a Framework in line with the Council's CSO 7.02 or through a Dynamic Purchasing System in line with the Council's CSO 8.1 and these are legal routes to procure the contract in the report.

9.3.4. The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report

9.4. **Equality**

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

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

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

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

9.4.4. This report seeks approval for initiation of Procurement for the provision of All Void works Procurement across the Council's housing portfolio for a period of 5 years with two optional one-year extensions.

9.4.5. The proposal will directly impact existing Council tenants, prospective tenants, and households in housing need who are awaiting accommodation through the

Council's housing register, Temporary Accommodation (TA), homelessness pathways, and transfer arrangements. The efficient turnaround and re-letting of void properties supports faster access to safe and secure housing for residents.

9.4.6. Black residents, disabled people, women, larger family households, and residents from lower socioeconomic backgrounds are disproportionately represented both within the Council's social housing stock and amongst households on the housing waiting list and within Temporary Accommodation. Therefore, improving the speed, quality, and consistency of void refurbishment and re-letting activity is expected to have a positive impact on residents who share these protected characteristics, by increasing access to suitable accommodation and reducing delays in housing allocation.

10. **Use of Appendices**

Exempt Appendix A - All Void works Procurement Exempt report

11. **Background papers**

N/A

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Report for:	Cabinet - 14 July 2026
Item number:	**12**
Title:	High Road West: Approval of the contract for Phase 1A of the High Road West Scheme, demolition of 2-32 Whitehall Street, and the Estate Management Plan for the Love Lane Estate (Public)
Report Authorised by:	Jess Crowe, Corporate Director of Culture, Strategy and Communities
Lead Officer:	Abigail Stratford, Director of Placemaking and Community Development
Ward(s) affected:	Bruce Castle
Report for Key/ Non Key Decision:	Key Decision

1. Describe the issue under consideration

1.1 In 2017, following a competitive procurement process, the Council entered into a Development Agreement ("DA") with Lendlease to deliver the High Road West Scheme ("the Scheme") in north Tottenham. In recent years the Scheme has progressed through a number of milestones, including the grant of a hybrid planning application for the site, a positive resident ballot on the Love Lane Estate, and confirmation of a compulsory purchase order for Phase A of the Scheme.

1.2 Delivery is currently stalled, due to difficult market conditions which have impacted the viability of the scheme. The Council is working with Lendlease to explore ways to find a viable route to unlock delivery. The Council's priority throughout this process has been to build new Council homes for Love Lane Estate residents as quickly as possible and ensure the Estate is effectively and safely managed prior to redevelopment. This report will therefore consider the following:

- Approval of the contract for Phase 1A of the High Road West Scheme. A plan of Phase 1A is at Appendix 1 ("Phase 1A")
- Approval of the contract for the demolition of 2-32 Whitehall Street for the reasons set out in this report. A plan of 2-32 Whitehall Street is at Appendix 2
- Approval and implementation of the Love Lane Estate Management Plan and associated costs

1.3 In December 2025, the Council and Lendlease agreed to remove Phase 1A from the DA and in turn enabled the Council to directly deliver the site, which comprises the first 61 council homes within the Scheme, as part of its council house-building programme.

1.4 On 10th February 2026, Cabinet approved the procurement exercise for the selection of a main contractor to deliver the proposed development on the Council owned site on the land at High Road West, Phase 1A, and the demolition of Whitehall Lodge and 2-32 Whitehall Street in line with Contract Standing Order (CSO) 2.01 (b). Following a formal tender process, this report now seeks permission to proceed with the appointment of a main contractor to allow the construction of the project, in line with Contract Standing Order (CSO) 2.01 (c) and 0.08.

1.5 The Cabinet is asked to approve the appointment of the recommended contractor, identified in the exempt part of the report, to demolish Whitehall Lodge and construct the new build development of 61 Council homes at Phase 1A. The construction of the new homes will comprise 20 x one-bed two-person flats, 4 x two-bed four-person M4(3) ‘wheelchair’ flats, 10 x two-bed four-person flats, 19 x three-bed five-person family flats, 4 x three-bed five-person family maisonettes and 4 x four-bed six-person family maisonettes on Council-owned land at 100 Whitehall Street, Tottenham, N17 8BP. The location of the proposed new homes is shown in the ‘Proposed Phase 1A Site Plan’ included in Appendix 3. All 61 new council homes will be let at Social Rent.

1.6 The Phase 1A works contract will also include the demolition of the 2-32 Whitehall Street residential block, part of the Love Lane Estate. This block no longer has any tenants in occupation and will be redeveloped as part of a subsequent phase (Phase 1B) of the High Road West scheme through the DA with Lendlease. The demolition of the block by the Council in advance of the delivery of Phase 1B through the DA will prevent anti-social behaviour issues in this location resulting from the presence of an empty block, which have a significant impact on the quality of environment for residents in the area.

1.7 This report also seeks approval to appropriate the Phase 1A land for planning purposes from its current uses. The plan of Phase 1A at Appendix 1 shows the red line of the site comprising land within the General Fund and land within the Housing Revenue Account that does not have any houses on it. To facilitate the carrying out of new build works and demolition works, the Council should appropriate the land for planning purposes. The Council is entitled to do so because of the pressing public need to redevelop the Phase 1A land, which is no longer needed for the purposes for which it is currently held. This report also seeks authority to appropriate the land in Phase 1A for housing purposes after practical completion of the development. This will enable the completed homes to be held, managed and let as council housing.

1.8 To ensure the Love Lane Estate is effectively and safely managed prior to redevelopment, this report also seeks approval of and the implementation of the Love Lane Estate Management Plan and associated delegations for the award of contracts for site security, decommissioning and demolition of Ermine, Charles and Moselle blocks in line with the agreed Landlord Offer and rehousing programme. Once cleared the sites will be used as temporary open space and the Council will work with the community to consider how these spaces can be used prior to their redevelopment as part of the High Road West scheme.

2. Cabinet Member Introduction

2.1 Haringey needs council housing.

2.2 We are living through one of the worst housing crises in generations. The cost of private renting is out of control leaving too many local people facing the prospect of homelessness. Residents deserve better.

2.3 New council homes are the single best way to tackle this crisis. At High Road West, we are taking action to build 61 homes that will provide much needed affordable homes to Love Lane residents.

2.4 Wherever possible, we will bring empty homes back into use to accommodate homeless families in Haringey.

2.5 Families will at last have homes with the space and adaptations so that children can play, study and thrive – at a cost that is genuinely affordable for all.

2.6 This is part of a long-term plan for the Love Lane Estate. Derelict blocks will be taken down and high-quality homes – warm, safe and comfortable – are set to be built in their place. Alongside new homes, new investment will go into managing the estate over the coming years.

2.7 We will place Love Lane residents at the heart of this, ensuring everyone is kept safe whilst creating temporary public spaces for the community to come together. We are guaranteeing a right to return for Love Lane residents – meaning that current tenants will have first option on new homes as they are built.

2.8 As a new administration, we are committed to delivering council homes at council rents – not only because Haringey residents desperately need affordable housing – but because this is the best way to deliver progress after years of delays on the Love Lane estate.

3. Recommendations

It is recommended that the Cabinet:

3.1. Approves the appointment of Contractor A, identified in the exempt part of this report, to undertake the demolition of Whitehall Lodge and 2-32 Whitehall Street, and the new build works to provide 61 new Council Homes at High Road West, Phase 1A, for an anticipated total contract sum and client contingency set out in the exempt part of this report.

3.2. Approves the appropriation of the Council owned land edged red on the plan of Phase 1A at Appendix 1 comprising both General Fund and Housing Revenue Account (HRA) land for planning purposes pursuant to Section 122 of the Local Government Act 1972, in order to facilitate the construction of new build works on the Phase 1A site as detailed further in this report. It is to be noted the appropriation to take place after the demolition of buildings on the Phase 1A land;

3.3. Agrees that the appropriation for planning purposes is temporary and necessary to enable the Council to undertake the demolition, site preparation and construction works on Phase 1A site to facilitate delivery of the development;

3.4. Approves, upon appropriation of the land for planning purposes, the use of the

Council's powers under section 203 of the Housing and Planning Act 2016 to override easements and other third party right and interests which may inhibit development of the land edged red on the plan at Appendix 1 of the Phase 1A site;

3.5. Approves the subsequent appropriation of the Phase 1A site for housing purposes, pursuant to section 19 of the Housing Act 1985, following practical completion of the new build works on the Phase 1A site;

3.6. Delegates authority to the Director of Capital Projects and Property, in consultation with the Director of Finance and Resources and the Cabinet Member for Housing and the Monitoring Officer, to:

(a) implement the appropriations referred to in this report including determining the precise timing of such appropriations;

(b) take all necessary steps to enable reliance on section 203 of the Housing and Planning Act 2016; and

(c) Agree the terms of and authorise the payment of any compensation arising from the exercise those powers.

3.7. Delegates authority to the Cabinet Member for Housing to extend the agreed construction and consultancy contracts up to the maximum value as set out in the exempt section subject to appropriate approvals through the Housing Delivery team contingency gateway process;

3.8. Approves the total scheme cost for Phase 1A as set out in the exempt part of the report;

3.9. Approves the issuance of a letter of intent for up to 10% of the contract value as set out in the exempt part of the report;

3.10. Approves the implementation of the Love Lane Estate Management Plan at Appendix 6 and an associated budget as set out in the exempt part of the report. The management plan covers a range of costs including; future decommissioning and demolition, ongoing security, and investment in blocks later in the phasing plan where necessary;

3.11. Approves the commencement of procurement exercises under Contract Standing Order 2.01 (b) for site security, decommissioning and demolition of Ermine, Charles and Moselle blocks when residents are rehoused and the blocks are fully vacated;

3.12. Delegates authority to the Cabinet Member for Housing via a Cabinet Signing (by exception), to approve the award of contracts for site security, decommissioning and the demolition of Ermine, Charles and Moselle blocks (where the contract value exceed £500k), in accordance with the Council's Contract Standing Orders and within the scope of the agreed Landlord Offer and rehousing programme and approved budget envelope;

3.13. Agrees a total budget of £1.1m for the Love Lane Estate Management Plan; and

3.14. Delegates authority to the Director of Placemaking and Community Development to submit funding bids and to draw down and spend in accordance with the Council's Contract Standing Order any securing funding in relation to the activation of temporary spaces on the Love Lane Estate, which will be shaped by and directly benefit the local community, following the demolition of blocks and prior to redevelopment as part of the High Road West scheme.

4. Reasons for decisions

4.1. These recommendations will enable the Council to deliver High Road West Phase 1A, which will provide 61 much-needed affordable homes on Council-own land. Phase 1A will facilitate the rehousing of over half of existing residents on the Love Lane Estate into new permanent homes, in line with the commitments within the Love Lane Landlord Offer, which was the subject of a positive resident ballot. As the existing properties are vacated, it will also allow redevelopment of these blocks for the future phases of the High Road West masterplan, which will bring more new council homes and public spaces.

4.2. A hybrid planning application for High Road West including the outline for the masterplan and detailed for Phase 1A was granted planning permission in October 2021 (planning reference: HGY/2021/3175). A subsequent Non-Material Amendment application was approved in July 2023 (planning reference: HGY/2022/3937). The site is now ready to progress to the construction phase. This report therefore marks the final Members' decision required to proceed with the development of Phase 1A.

4.3. Contractor A has been identified through a formal tender process to undertake these works. The contract award and land appropriation approval decisions will allow the Council to enter into contract with the building contractor and facilitate the carrying out of the works for the proposed development at High Road West, Phase 1A.

4.4. The Love Lane Estate Management Plan will ensure that the Love Lane Estate is effectively and safely managed prior to its redevelopment as part of subsequent phases of High Road West through the provisions of the DA with Lendlease. The plan will improve the day to day lived experience of the residents who remain on the Estate while they wait for their new homes to be built. The Plan will also ensure that the Council meets its statutory duties in relation to housing management, health and safety, and community safety whilst progressing redevelopment.

4.5. The 2-32 Whitehall Street block forms part of Phase 1B within the DA with Lendlease. While the broader High Road West programme is under review between the parties, the earliest anticipated date for the land at Phase 1B to be leased to Lendlease for delivery is 2028. The block is presently vacant, with one remaining leasehold interest that will vest in the Council's ownership under the Council's Compulsory Purchase Order of the wider land in this area. The block is currently subject to significant anti-social behaviour issues which are impacting the safety of residents in the local area. It is proposed that the block is demolished to address these issues and also provide the opportunity for the Council to explore temporary uses on the site which benefit the local community. Any temporary uses will be compatible with the future development of the site by Lendlease through the provisions within the DA.

4.6. Providing delegated authority to enable the award of contracts for site security, decommissioning and the demolition of Ermine, Charles and Moselle blocks will ensure the Council can enter into the necessary contracts quickly to implement the Estate Management Plan. The plan is specifically designed to address health and safety risk and to safeguard the safety and wellbeing of remaining residents, in advance of the redevelopment of these sites through the DA as part of subsequent phases of the High Road West Scheme. The Plan also seeks to utilise the lower rise blocks within the Estate for housing for as long as possible.

5. Alternative options considered

5.1. The Council could choose not to develop this site for housing purposes. However, this option was rejected as it does not support the Council's commitment to deliver a new generation of much needed affordable homes.

5.2. The Council could decide not to appropriate the land for housing purposes upon practical completion of the building works. This option was rejected because it could prevent the Council from being able to offer up these homes for occupation, thereby not supporting the delivery of much needed affordable homes.

5.3. The Council could choose to retain Whitehall Lodge as temporary accommodation. However, the land is required for Phase 1A and it would also leave a site that has been partially demolished and is experiencing significant anti-social behaviour problems which are impacting existing and temporary residents. In addition to these issues, the existing Whitehall Lodge building is not fit for purpose as a permanent temporary accommodation facility.

5.4. The Council could choose to not implement the Love Lane Estate Management Plan or delegated authority to procure the associated contracts for site security, decommissioning and demolition of Ermine, Charles and Moselle blocks. However, failure to procure and implement the necessary contracts quickly would significantly undermine the Council's ability to safeguard resident wellbeing, effectively secure and manage vacant homes, minimise anti-social behaviour and criminal activity, and maintain cost control during phased rehousing.

5.5. The Council could choose to not demolish 2-32 Whitehall Street as part of the Phase 1B works contract and instead erect hoarding around the vacant block and leave it in place until development. However, this would still result in a risk of anti-social behaviour, leave a poor quality of environment for residents, and not provide the option to explore interim temporary uses with community benefits. The Council could also choose to bring the block back into use as housing prior to redevelopment, however this would require substantial investment which would not be cost-effective for its remaining lifespan, particularly as the block is now vacant.

6. Background information

High Road West Scheme

6.1. The DA with Lendlease provides for the Scheme to be delivered through a phased approach, with leases for land required to deliver each phase granted to Lendlease on the satisfaction of conditions. Alongside the DA, the Council and Lendlease entered into a Compulsory Purchase Order Indemnity Agreement ("CPOIA") whereby Lendlease undertook to indemnify the Council in respect of costs incurred in securing the compulsory acquisition of the land and property interests required to deliver the Scheme.

6.2. In total, the Scheme is planned to deliver over 2,500 new homes including 546 council homes, a Library and Learning Centre and refurbished Grange Community Hub, a civic square of at least 3,500sqm, a community park of at least 5,300sqm, landscaped public realm and pedestrian/cycling routes, improved connectivity to White Hart Lane station, and commercial, retail and leisure space. The Scheme will create significant economic benefits including 1,214 construction jobs and 1,202 construction supply chain jobs.

6.3. The High Road West Local Lettings Policy, agreed by Cabinet in July 2021, provides the policy basis for how secure and non-secure tenants in temporary accommodation within the Scheme masterplan area will be prioritised for newly built social homes within this area.

6.4. In November 2022, Cabinet agreed to make The London Borough of Haringey (High Road West Phase A) Compulsory Purchase Order 2022 for the acquisition of land, interests and new rights required to enable delivery of Phase A of the Scheme and agreed to delegate the power to effect the implementation of the CPO once confirmed. The CPO has since been confirmed by the Secretary of State, which was publicised via press notice on 20 March 2024. CPO powers must be used within three years of the date of the press notice, that is 20 March 2027.

6.5. In December 2025, the Council and Lendlease agreed to remove Phase 1A from the DA to enable the Council to direct deliver Phase 1A and to accelerate the building of new council homes for residents. The Council and Lendlease are continuing to work in partnership to deliver the remainder of the Scheme.

6.6. While negotiations with Lendlease continue the Council intends to implement the CPO within the statutory timeframes which will ensure that the Council can secure ownership of the outstanding property interests and enable delivery of the Scheme once the viability position is resolved. The Council will continue to seek agreement to acquire interests by private treaty where possible, and will maintain its commitments to residents and businesses set out within the Landlord Offer, Love Lane Leaseholder Offer and the High Road West Business Charter. Further information is provided in the November 2022 Cabinet report (link).

6.7. As a result of delays in delivering the Scheme, and the phased rehousing of residents as they have exercised their option for an early move away from the estate, the Love Lane Estate has been left with both occupied and vacant homes. This creates an increased risk of anti-social behaviour, squatting, criminal activity, and more challenging living conditions for the residents who remain on site. Some of these risks have materialised previously, reinforcing the need for a proactive and bespoke management approach.

6.8. To address health and safety risk on the Estate and to ensure the estate can be managed safely and effectively moving forward, the Council has developed the Love Lane Estate Management Plan. The plan is specifically designed to mitigate emerging risks and to safeguard the safety and wellbeing of remaining residents.

Phase 1A development Site

6.9. The Phase 1A site is Council-owned and is currently held partly in the Council's General Fund and partly by the HRA.

6.10. The site is located on brownfield land west of the Weaver Overground railway line and White Hart Lane Station, bounded by Whitehall Street, Headcorn Road, and Tenterden Road. It had comprised of two vacant council-owned buildings (Whitehall & Tenterden Community Centre and Whitehall Lodge), hardstanding, and fragmented green space. The Community Centre has been demolished in recent years, whilst the Whitehall Lodge is being used for emergency temporary accommodation, to be vacated in time for the demolition works. The site is constrained by its proximity to the railway (requiring a 3m exclusion zone for Network Rail access), irregular plot shape, and sensitive interfaces with existing low-rise residential neighbours and shared gardens.

6.11. Given the context with proximity to the neighbouring properties, principles of height, massing and architectural treatment have been carefully considered. In addition to review through an extensive Quality Review Panel process, there has been input from Local Authority Conservation and Urban Design officers. Proposals for the site are supported by specialist consultant technical reports that accompany the planning application.

6.12. The new buildings have been designed around an inclusive and open landscape that encourages play and interaction. At its heart lies a central garden space, complemented by mounded planting areas that provide quieter seating opportunities for relaxation. A primary access route runs through the site, linking Whitehall Street to Headcorn Road and ensuring easy pedestrian movement across the public realm. Along this route, rain gardens are integrated to manage surface water runoff from adjacent impermeable areas, adding both functionality and visual interest.

6.13. Adjacent to the buildings, defensible planting creates a sense of privacy for residents, while private terraces are positioned along the perimeter of Block A1 and private gardens are located to the rear of Blocks A2 and A3. The landscape also incorporates pockets of informal and equipped play spaces that flow through the courtyard, offering a variety of experiences for all ages.

6.14. In addition to the provision of new homes and landscape, proposals include public realm improvements, including provision for the realignment of Whitehall Street to create a more cohesive entrance to the site and off-street car parking to the south of the buildings.

Engagement and Consultation

6.15. The High Road West scheme has been subject to extensive community and key stakeholder consultation, dating back to the consultation stages of the High Road West Masterplan in 2014. The hybrid planning application including the detailed proposals for Phase 1A were subject to four rounds of consultation between 2018 and 2021. This included drop-in events, letters and flyers, and one-on-one meetings with residents regarding the new homes.

6.16. A resident ballot on the Love Lane Estate was held in August and September 2021 in accordance with the GLA's Capital Funding Guide requirements. In the ballot, 55.7% of participating residents voted in favour of the regeneration of the estate as part of the scheme. Residents were sent their Landlord Offer from the Council in advance of the ballot which included the design proposals for Phase 1A.

6.17. The Council has also closely engaged residents on the Headcorn & Tenterden Estate across this period, which neighbours Phase 1A, ensuring that they have inputted into the plans on key issues such as heights, overshadowing, landscaping and access through the site. This includes through providing updates at their Residents Association meeting.

6.18. This engagement will continue into the delivery stage of the project and be led by the Placemaking team in partnership with the Housing Delivery team. The intention is for a community update letter to be provided, alongside in-person engagement, in July 2026 following the Cabinet decision.

Tender and Build Contract

6.19. The housing scheme at High Road West, Phase 1A has been designed up to Stage 4 of the Royal Institute of British Architects (RIBA) Plan of Works 2020. A contractor is required to be appointed to develop the technical design, make design changes, potentially submit a Non-material Amendment Application and complete the new build works. It is currently anticipated that the contract period will be 77 weeks as per Contractor A's proposed programme, submitted as part of their tender. This report is seeking approval for the award of the construction contract to enable the new build works to commence.

6.20. This opportunity was competitively tendered in line with the Councils' Contract Standing Order (CSO) 7.02, using the LCP DPS 'Principal Contractor' Framework.

6.21. The procurement process adopted a single stage JCT Design and Build Contract, largely driven by timescales required to meet funding deadline requirements.

6.22. In total one supplier opted into the tender opportunity and returned a tender; the same bidder produced a compliant bid with zero bidders returning a non-compliant bid. Bidders were asked to respond to a 50% cost and 50% quality assessment (including a 10% social value component).

6.23. The quality assessment was conducted by 3 council officers representing Haringey's project team, with the moderation led by the Council's Procurement Team to ensure a high level of quality across both the submissions and scoring. The quality assessment was conducted via a pre-agreed list of questions that were included as part of the delivery proposals in the tender. Each question was scored between 0 (question not answered) and 5 (excellent) and then weighted as set out in the tender.

6.24. The cost assessment was conducted by the project team's Cost Consultant who independently evaluated the costs to ensure value for money in line with current market trends. Several requests for clarification were issued with the responses analysed by the Cost Consultant to establish robust costing for the Council. Details of works cost received from all bidders is provided in the exempt report. information. The Cost Consultant report was produced at the conclusion of the tender and has been provided in exempt Appendix 5.

6.25. Following the evaluation process, the total overall Quality and Price scores have been tabulated by the Procurement team to provide the ranking of the bidders in accordance with the assessment criteria defined as part of the formal procurement process. The recommendation following assessment is to award the contract to Contractor A, as outlined in more detail in the exempt part of the report and Appendix 5.

6.26. The contract is to be awarded on a fixed price basis. It is to include new build works, demolition, public realm works, site establishments, design works, site enabling, management costs as well as overheads and profits - and there is a defects liability period of 24 months.

6.27. The tender currently assumes signing of the contract and site possession by July 2026, to allow demolition start on site in August 2026, main works commencement in October 2026 and Practical Completion expected in February 2028.

Land Appropriation

6.28. The High Road West, Phase 1A development site edged red on the plan titled in Appendix 1 is currently held partly within the Council's General Fund (approximately 82%) and partly within the Housing Revenue Account (HRA) (approximately 18%). The HRA land comprised within the Phase 1A site is vacant bare land. The General Fund land currently comprises Whitehall Lodge, which is used for emergency temporary accommodation and will be vacated in time for the demolition works. The appropriation to planning will take place after the demolition of Whitehall Lodge.

6.29. It is recommended that the site should be appropriated for planning purposes under section 122 of the Local Government Act 1972. There is a pressing public need to redevelop the Phase 1A land, which is no longer needed for the purposes for which it is currently held. This enables the Council to rely on its powers under section 203 of the Housing and Planning Act 2016 in order to carry out the approved development.

6.30. In order to carry out the works at Phase 1A, the land must be appropriated for planning purposes pursuant to Section 122 of the Local Government Act 1972, It will then be held by the Council under the statutory provisions of Part 9 of the Part 9 of the Town and Country Planning Act. The practical consequences (by virtue of Section 237 of the Town and country Planning Act 1980, as amended by Schedule 9 of the Planning

Act 2008) is that demolition, erection, construction or carrying out of any building or work on land is authorised under those planning powers, if the works are done in accordance with a planning permission, even if they interfere with third party rights.

6.31. The Council will seek to rely on the powers in section 203 of the Housing and Planning Act 2016, to override any third-party rights which may be infringed, in order to enable the timely delivery of the development at Phase 1a and to avoid the risk of injunctions that could otherwise delay or prevent implementation. The engagement referred to at paragraphs 6.15 - 6.18 and additional efforts will ensure the Council will identify any potential third-party rights that may be infringed by the development. The Council considers that the use of section 203 powers is justified having regard to the public benefits of the Phase 1A development as outlined in this report. These benefits outweigh the interference with potential private rights. Any interference with third party rights will give rise to a right to compensation, payable by the Council. Delegated powers are sought at Recommendation 3.7(a) for the payment of such compensation. Accordingly, the Council considers that the use of its powers under section 203 is proportionate and in the public interest, having regard to its duties under section 6 of the Human Rights Act 1998.

6.32. The value of the land and the associated accounting adjustment required to reflect the transfer from the General Fund to the Housing Revenue Account are set out in the exempt part of this report.

Love Lane Estate Management Plan

6.33. As a result of delays in delivering the Scheme, and the phased rehousing of residents, the Love Lane Estate has been left with both occupied and vacant homes. This creates an increased risk of anti-social behaviour, squatting, criminal activity, and more challenging living conditions for the residents who remain on site. Some of these risks have materialised previously.

6.34. To ensure the health and safety risks are not realised, and the estate is managed as safely and effectively as possible moving forward, the Council has developed the Love Lane Estate Management Plan included with this report as Appendix 6.

6.35. The Estate Management Plan has been developed to proactively manage and mitigate health and safety risks across the Love Lane estate, particularly within the high-rise blocks which are subject to Building Safety Regulator requirements, prior to redevelopment of the sites through the DA as part of the High Road West scheme.

6.36. Extending the life of the high-rise blocks, including bringing void units back into use for temporary accommodation, would require substantial regulatory approvals and investment. This includes a Gateway 2 application process, with an estimated delivery timeframe of over two and a half years. In addition, extensive works would be also required to meet compliance standards, including fire safety upgrades, refurbishment, and ongoing servicing. Given the scale of these works and the fact that the buildings are scheduled for demolition, this approach would not represent value for money and would place considerable pressure on both capital and revenue budgets, potentially diverting resources from wider estate investment priorities. The larger tower blocks will therefore be demolished by the Council once they become fully vacant, providing a cleared site in advance of redevelopment.

6.37. In contrast, the plan allows for the continued use of lower-rise blocks to maximise occupancy in the interim period prior to their redevelopment. These homes may be used to accommodate remaining Love Lane residents or for temporary accommodation where appropriate, subject to residents' wishes, the Local Lettings Policy, and alignment with the wider rehousing programme.

6.38. As and when the larger towers are demolished, the space created will be used on an interim basis where possible as temporary public space. The Council will work collaboratively with residents and the community to shape how these temporary spaces can best be used to deliver local benefit in advance of future redevelopment. Any temporary uses will be compatible with the future development of the site by Lendlease through the provisions within the DA.

6.39. The management plan includes arrangements for the following activity:

- Approach to communications and engagement with residents
- Decommissioning and securing of homes when they become vacant
- Clearance of flats
- Demolition of high-rise blocks once they become vacant
- Cost vs benefit approach for low rise blocks which may be retained in the medium term for housing use

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

The recommendations in this report will make a significant contribution and support the delivery of key themes within the Corporate Delivery Plan (CDP) 2024-2026.

7.1. **Homes for the future:** The construction of these new homes directly contributes to this key theme. The council's vision to create a borough where everyone has a safe, sustainable, stable, and affordable home. Providing 61 high-quality new homes at council rent will meet this key theme.

7.2. **Responding to the climate emergency:** Responding to the climate change emergency is a core part of the Housing Delivery Programme. This scheme has been designed to high sustainability standards and employs the latest sustainable technologies resulting in significant carbon emission reductions over the Building Regulations baseline, ensuring homes that are comfortable and efficient to run.

7.3. **Place and economy:** This project will ensure that the objectives set out in this theme are met by providing jobs through construction. This will help contribute to 'a thriving economy and a pleasant place' where 'everyone can find access to rewarding work that pays a living wage', as set out in the CDP.

8. Carbon and Climate Change

8.1. The proposals for High Road West, Phase 1A have been designed to high sustainability standards. As required by the London Plan, the development follows the energy hierarchy, incorporating passive design measures, energy efficient equipment and renewable energy. Carbon emissions have been calculated over a baseline scenario. The baseline is based on the 2021 building regulations notional building. The development achieves a 70% improvement over the baseline.

8.2. Homes are designed to meet high sustainability standards, targeting Home Quality Mark 4*. Building features include living roofs with solar PV panels and low water usage. The building will be constructed with responsibly sourced and environmentally friendly materials.

8.3. The building layout has been designed to address several environmental challenges at source, with noise mitigation addressed by orientating the principal windows of habitable rooms away from the Railway wherever possible.

8.4. Overheating is addressed by providing appropriately sized windows to exposed elevations along with stacked balconies providing passive shading. Most of the proposed homes are either dual or triple aspect. This enables all the dwellings to benefit from openable windows and aspect away from the railway.

8.5. Extensive soft landscaping and planting aims to balance biodiversity enhancements and maintenance considerations, while meeting the GLA Urban Greening Factor (UGF) targets as well as the latest requirements on Biodiversity Net Gain (BNG).

8.6. The planned decommissioning and demolition of existing residential blocks on the Love Lane Estate, along with the associated carbon implications and mitigation measures, were assessed as part of the outline planning permission for the High Road West scheme (reference HGY/2021/3175), which was granted in August 2022.

8.7. As the demolition of the blocks will take place as an interim phase prior to redevelopment, a key objective will be to minimise impacts on existing green spaces and to retain and protect existing trees wherever practicable throughout the demolition process. In parallel, proposals for the creation of temporary public spaces on cleared sites, developed in collaboration with the local community, will seek to enhance green infrastructure and provide accessible areas for play, relaxation, and social interaction, delivering benefits to residents.

8.8. Future development proposals for the Love Lane Estate, as part of the wider High Road West scheme, will be brought forward through detailed planning applications. Each phase will be subject to a comprehensive assessment of carbon impacts, ensuring that sustainability considerations remain integral to the planning and delivery process.

9. Statutory Officer Comments

Legal

9.1. The Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.

9.2. Strategic Procurement has confirmed that the contract in the report was procured via the LCP's MW24-H Housing Framework Lot 1.3 and this is in line with the Council's Contract Standing Order (CSO) 7.02 and Regulation 33 of the Public Contracts Regulations 2015.

9.3. Pursuant to the provisions of the Council's CSO 2.01(c), Cabinet has power to approve the award of a contract where the value of the contract is £500,000 or more and as such the recommendation in paragraph 3.1 of the report is in line with the provisions of the Council's CSO.

9.4. Further to paragraph 9.3 above and pursuant to the provisions of the Council's CSO 0.08, a decision reserved for Cabinet may be taken by a Cabinet Member with the agreement of the Leader and as such the recommendation seeking approval from the Cabinet Member for Housing in paragraphs 3.7 and 3.12 of the report is line with the Council's CSO so long as the Cabinet Member is taking the decision with the agreement of the Leader.

9.5. Pursuant to the provisions of the Council's CSO 16.04 a Letter of Intent may be issued pending the issuance and execution of a formal contract where works, goods or services under a contract is required to commence prior to the issuance and execution of a formal contract and as such the recommendation in paragraph 3.9 of the report is in line with the Council's CSO.

9.6. Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet has authority to approve the commencement of a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3.11 of the report is in line with the Council's CSO.

9.7. The recommendation in paragraph 3.14 of the report to delegate authority to the Director of Placemaking and Community Development to submit funding bids and to draw down and spend in accordance with the Council's Contract Standing Order any securing funding in relation to the activation of temporary spaces on the Love Lane Estate is in line with the provisions of Part 4 Section F paragraph 1.3(a) of the Council's Constitution.

9.8. Recommendation 3.2 seeks authority to appropriate the land edged red on the plan at Appendix 1 comprising the Phase 1A site, which is currently held partly in the General Fund and partly in the HRA. In order to carry out the proposed development at Phase 1A, the site is required to be appropriated for planning purposes under Section 122 of the Local Government Act 1972 ("Section 122 LGA 1972"). This will enable the Council to utilise its powers under Section 203 of the Housing and Planning Act 2016 at Recommendation 3.5.

9.9. Section 122(1) LGA 1972 provides that a principal council may appropriate for any purpose for which the council are authorised by this or any other enactment to acquire land by agreement any land which belongs to the council and is no longer required for the purpose for which it is held immediately before the appropriation; but the appropriation of land by a council by virtue of this subsection shall be subject to the rights of other persons in, over or in respect of the land concerned. Section 122(2) LGA 1972 provides a principal council may not appropriate land constituting or forming part of an 'open space' unless they first advertise their intention to do so under the section:

In applying the requirements of Section 122 LGA 1972, the Council is satisfied that:
-the site is Council owned land;
-the site is no longer required for its current purposes; and
-the Council is seeking to appropriate the land for the statutory purpose of planning.
The site does not constitute open space.

By appropriating the land for planning purposes under Section 122 of the LGA 1972, the Council is therefore able to engage the powers contained in Section 203 of the Housing and Planning Act 2016.

9.10. Section 203(1) - (3) of the Housing and Planning Act 2016 entitles the Council to carry out building or maintenance work even if it involves interfering with a relevant right or interest or breaching a restrictive covenant or an obligation under a conservation covenant. The relevant preconditions are:

(a) there is planning consent for the building or maintenance work
(b) the work is carried out on land that has been appropriated by a local authority for planning purposes,

(c) the authority could acquire the land compulsorily for the purposes of the building or maintenance work, and
(d) the building or maintenance work is for purposes related to the purposes for which the land was appropriated as mentioned in paragraph (b).

The Council is satisfied that the requirements of Section 203 are satisfied in that
(a) there is planning consent for the Phase 1A works;
(b) it is recommended at 3.2 of this report that the land is appropriated for planning purposes pursuant to Section 122 of the LGA 1972;
(c) it could acquire the land compulsorily as the land is already the subject of a confirmed CPO under Section 226(1) of the Town and Country Planning Act 1990.
(d) the building work is for the purposes for which the land is to be appropriated for, which is for planning for the construction of the new build development on Phase 1A.

9.11. Recommendation 3.5 seeks to appropriate the land from planning purposes for housing purposes be held within the HRA, following practical completion works. The Council can do so under Section 19 (1) of the Housing Act 1985. The legislation allows the Council as a local housing authority to appropriate for housing purposes any land for the time being vested in them and at their disposal. This appropriation is necessary as the new build units will be used for social housing by the Council and therefore must be held in the HRA. The appropriation of the part of the Phase 1A site from the

General Fund to the HRA, together with an associated valuation, is an administrative step required to facilitate the transfer of the land between those accounts. It is advisable that the valuation is undertaken within 6 months of the appropriation decision, as reliance on an outdated valuation may give rise to a risk of challenge.

9.12. The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

Procurement

9.13. Procurement has reviewed the report and has provided comments in the exempt report. Strategic Procurement (SP) note that this report relates to the approval to award a contractor A.

9.14. SP note that a competitive tender was launched via the LCP's MW24-H Housing Framework Lot 1.3 New Build Housing. The adopted procurement is in line with Contract Standing Order (CSO) 2.01(c) and Regulation 33 of the Public Contract Regulations 2015. Lot 1.3 New Build Housing has a list of 7 supplier although only 1 bidder submitted a tender submission. However, we had received 2 bidders expressing interest at pre-procurement Market engagement.

9.15. The evaluation criteria were Price 60%, Quality 30% and Social Value 10%. The Tenderers' bid submissions were evaluated in accordance with the scoring methodology contained within the published Invitation to tender document.

9.16. SP supports the recommendation to approve the award in accordance with CSO. 2.01 (c).

9.17. In addition to the approval of this award the service is seeking approval to commence a new procurement exercise for site security, decommissioning and demolition of Ermine, Charles and Moselle blocks in line with the Landlord Offer and rehousing programme. This request for approval is in accordance with CSO 2.01b

9.18. This new procurement opportunity will be tendered in accordance with the Councils' CSO's, with primary consideration to CSO 7.02 and 8.01. Where it is not possible to use either CSO 7.02 or 8.01, approval for an alternate route to market will be sought from the Chief Procurement Officer.

9.19. Strategic procurement (SP) will work with the service to ensure value for money is achieved through the procurement activity, including delivery of the social value aligned with the Council's priorities.

9.20. CSO 0.08 states that "Where in these CSO's a decision is required by the Cabinet, this may also be taken by the Leader or by a Cabinet Member with the Leader's agreement. Therefore, if agreed by the leader, the award of this new contract can be awarded by the relevant cabinet member.

Finance

9.21. Finance has reviewed the content of this report, which includes various other works in Love Lane estate such as demolition works, security, voids work – all wrapped in the Love Lane management plan.

9.22. The works contained in the Love Lane management plan are not included in the current Housing capital programme. However, both the capital and revenue cost associated with this can be contained with the HRA capital & revenue budgets.

9.23. The Phase 1A, new build scheme (61 new homes) is included in the approved Housing Capital Programme captured within the Housing Revenue Account (HRA) business plan.

9.24. The scheme will be funded by Greater London Authority grant and HRA borrowing.

9.25. Further finance comments are provided in the exempt report.

Equality

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

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

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

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

9.29. The proposed decision relates to new build works to provide 61 new Council homes at High Road West, Phase 1A. The decision will increase the supply of Council homes. This will have a positive impact on individuals on the housing register, including families in need of 3-bed homes, which includes people in severe housing need and people currently living in temporary accommodation. Data held by the council suggests that women, young people, those from a lower socio-economic background and BAME people are over-represented among those living in temporary accommodation. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics and this decision will therefore positively advance the public sector equality duty in Haringey.

9.30. With regards to the contract appointment, as an organisation carrying out a public function on behalf of a public body, the contractor will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above.

9.31. The proposed decision to implement the Love Lane Estate Management Plan, including to decommission and demolish blocks once residents have been rehoused, will ensure that the Council can meet its duties in relation to housing management, health and safety, and community safety whilst progressing redevelopment. This will have a positive impact on residents with protected characteristics in the area, particularly as the negative effects of existing issues on the estate are likely to disproportionately impact these residents.

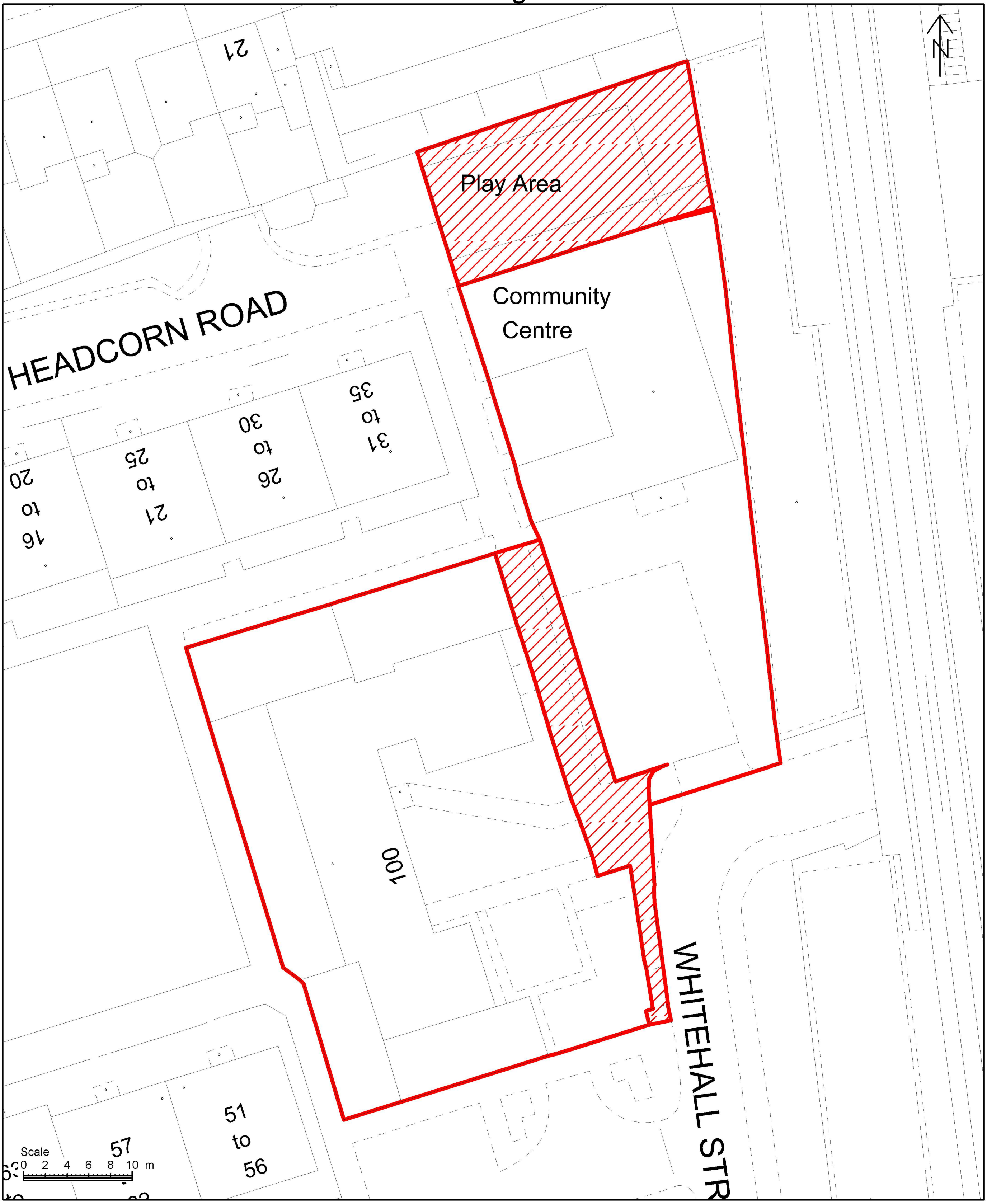
9.32. The proposals to provide temporary public spaces on the estate following demolition of blocks, and activate these with community uses, will also positively advance the public sector equality duty in Haringey and proposals will be developed with the aim to particularly benefit residents with protected characteristics in the area.

10. Use of Appendices

- Appendix 1 – Phase 1A Site Plan
- Appendix 2 – 2-32 Whitehall Street Site Plan
- Appendix 3 – Phase 1A Proposed Site Plan, Floorplans and 3D impressions
- Appendix 4 – EXEMPT – Land Valuation Report
- Appendix 5 – EXEMPT – Tender Recommendation Report
- Appendix 6 – Love Lane Management Plan

11. Local Government (Access to Information) Act 1985

The exempt report and appendices 4 and 5 are NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 in that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information).



Plot A - HIGH ROAD WEST
Whitehall Street
Tottenham
LONDON
N17

Red verging - Site boundary GF
Red hatching - HRA

Overlay : Regen JAD

Plan produced on 06/07/2022

Scale 1:500

Drawing No. BVES A4 0351k

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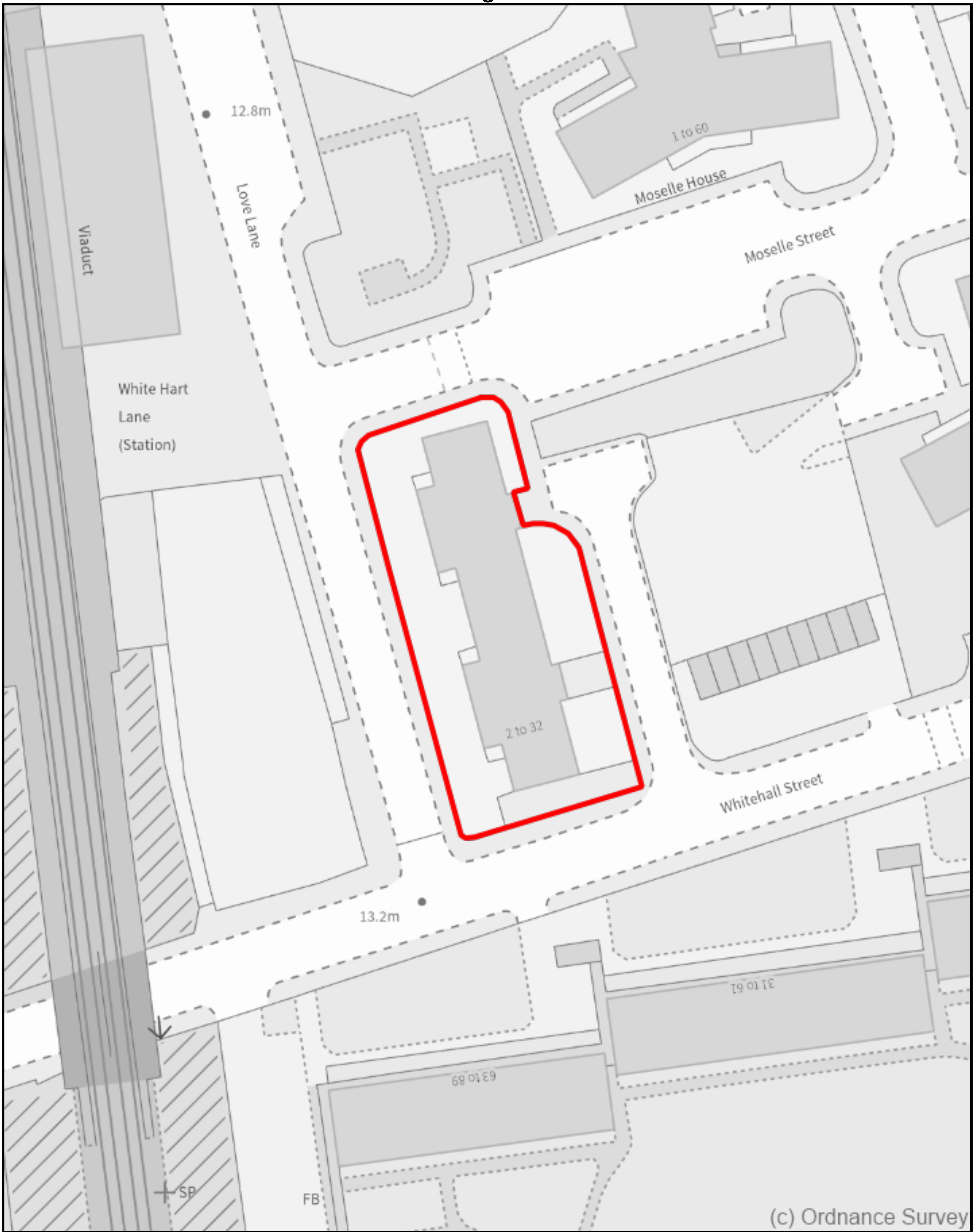

2-32 Whitehall Street Site Plan

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Haringey LONDON

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Appendix 1

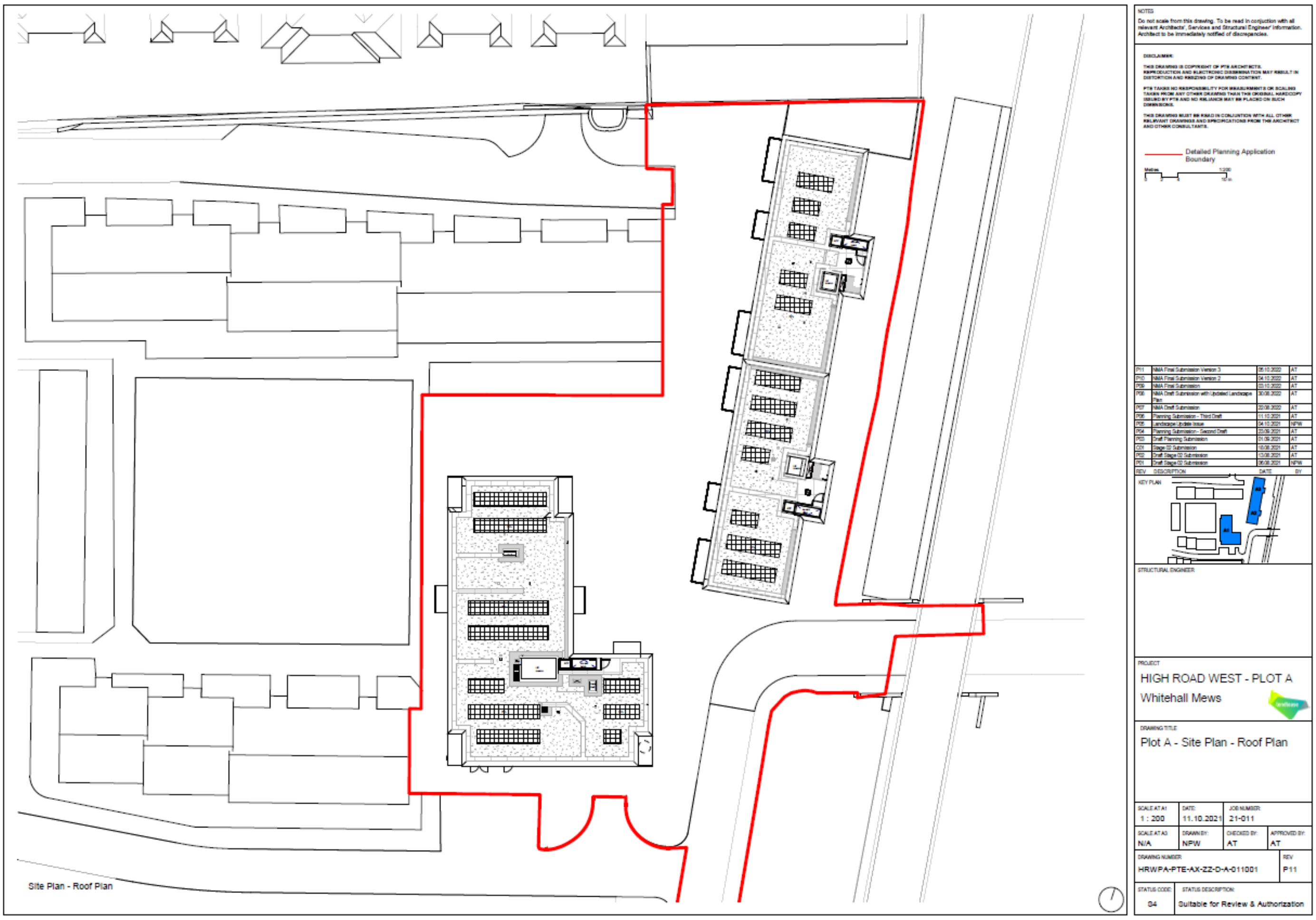
High Road West (HRW), Phase 1A – **Site Plan, Floorplans and 3D Impressions of proposed development**

The ‘Proposed Site Plan’ below illustrates the planning application red line extents for the HRW Phase 1A development site.

Also included are floorplans as well as 3D impressions of the proposed development.

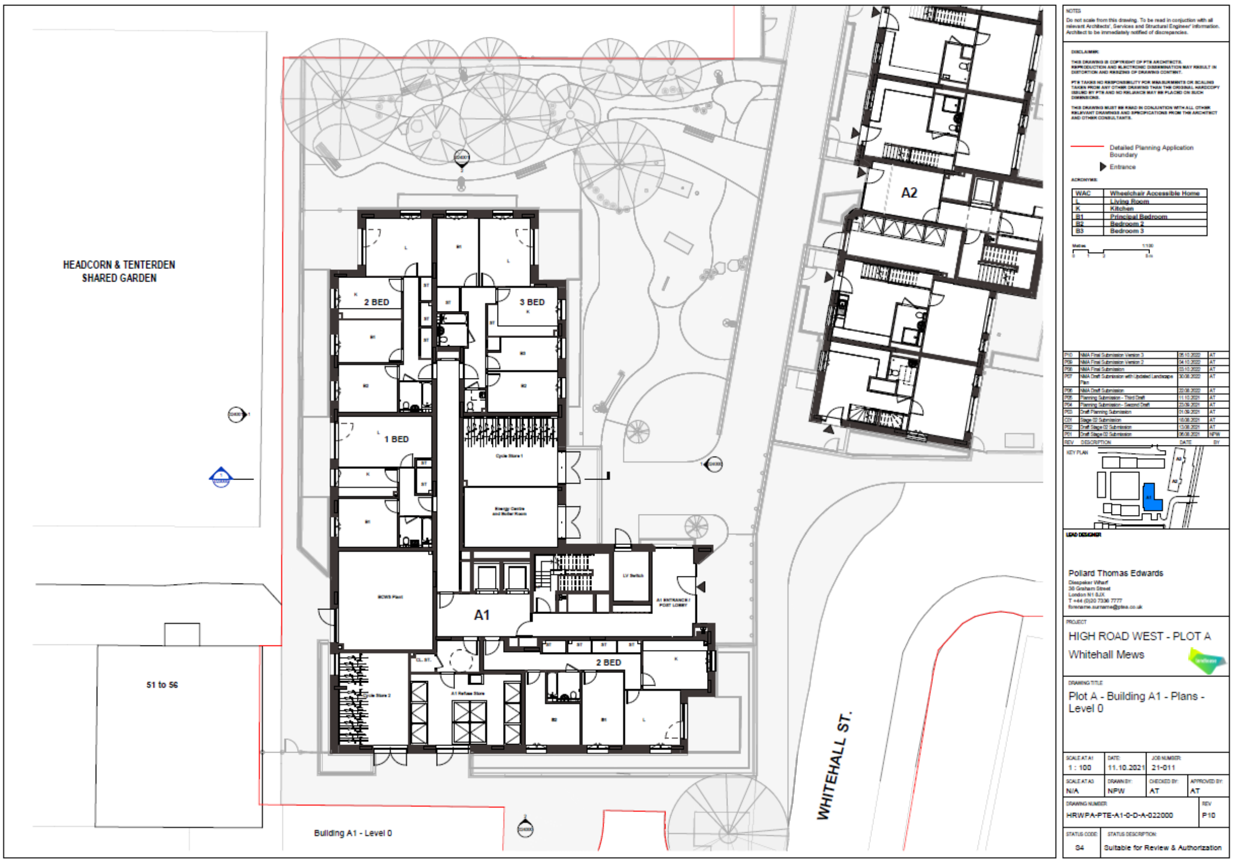
61 Council homes comprising 20 x one-bed two-person flats, 4 x two-bed four-person M4(3) ‘wheelchair’ flats, 10 x two-bed four-person flats, 19 x three-bed five-person family flats, 4 x three-bed five-person family maisonettes and 4 x four-bed six-person family maisonettes on Council-owned land.

Proposed Site Plan

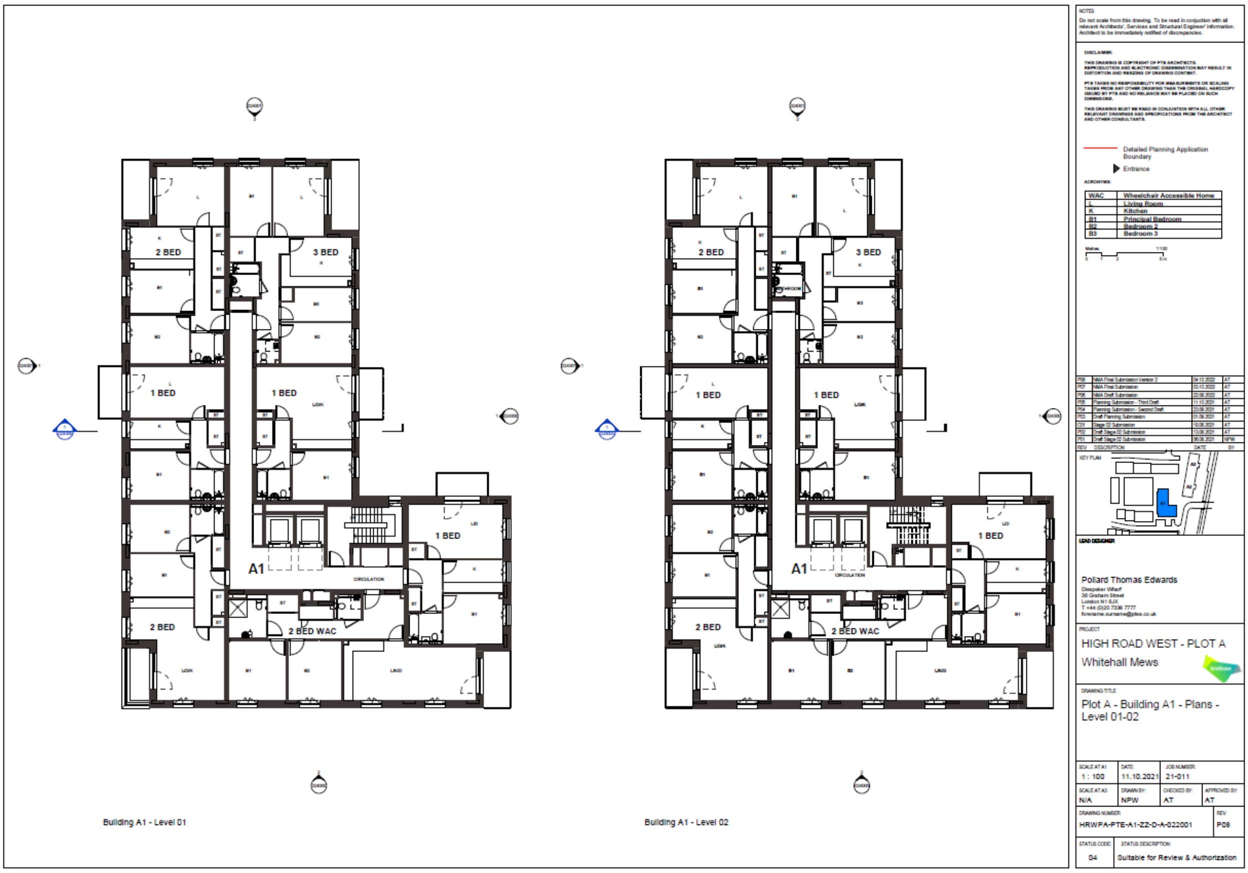


Proposed Floorplans

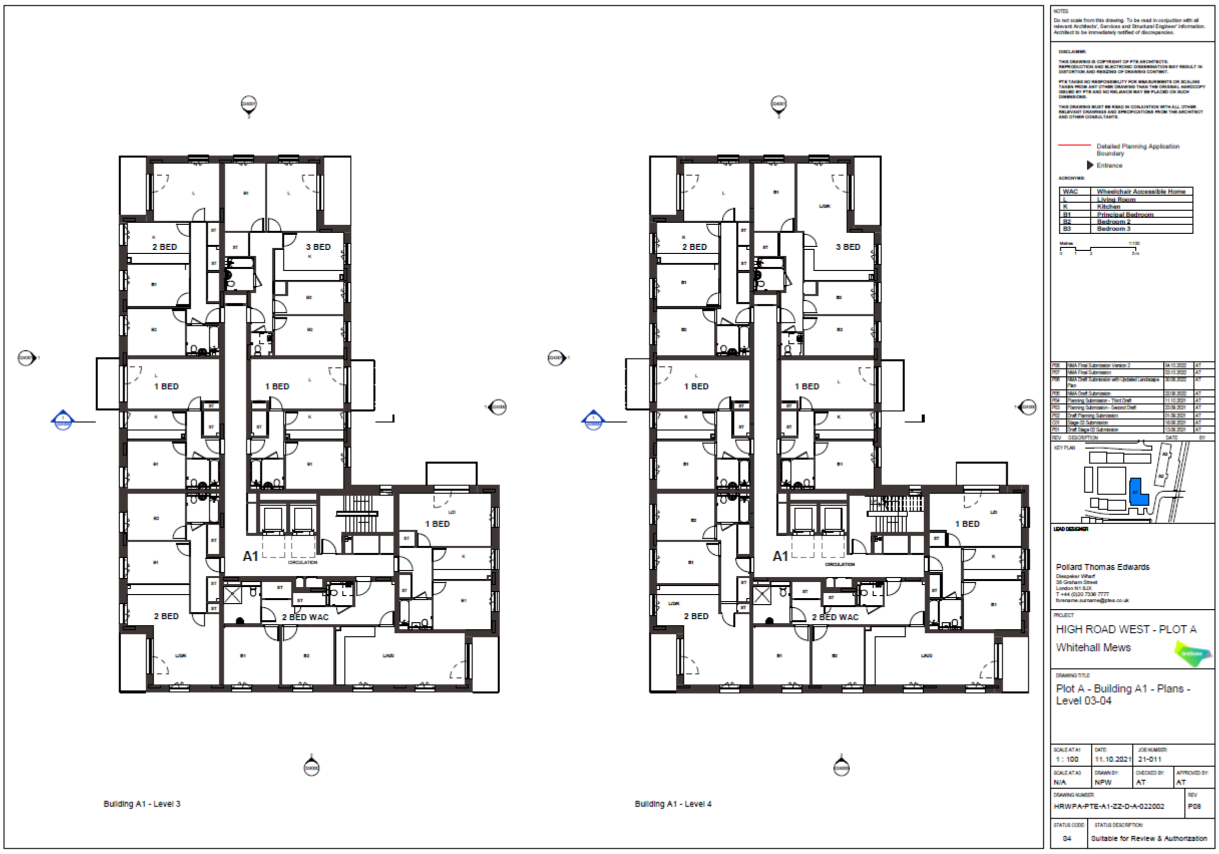
Floorplan – Building A1 Level 0



Floorplan – Building A1 Level 1 & 2

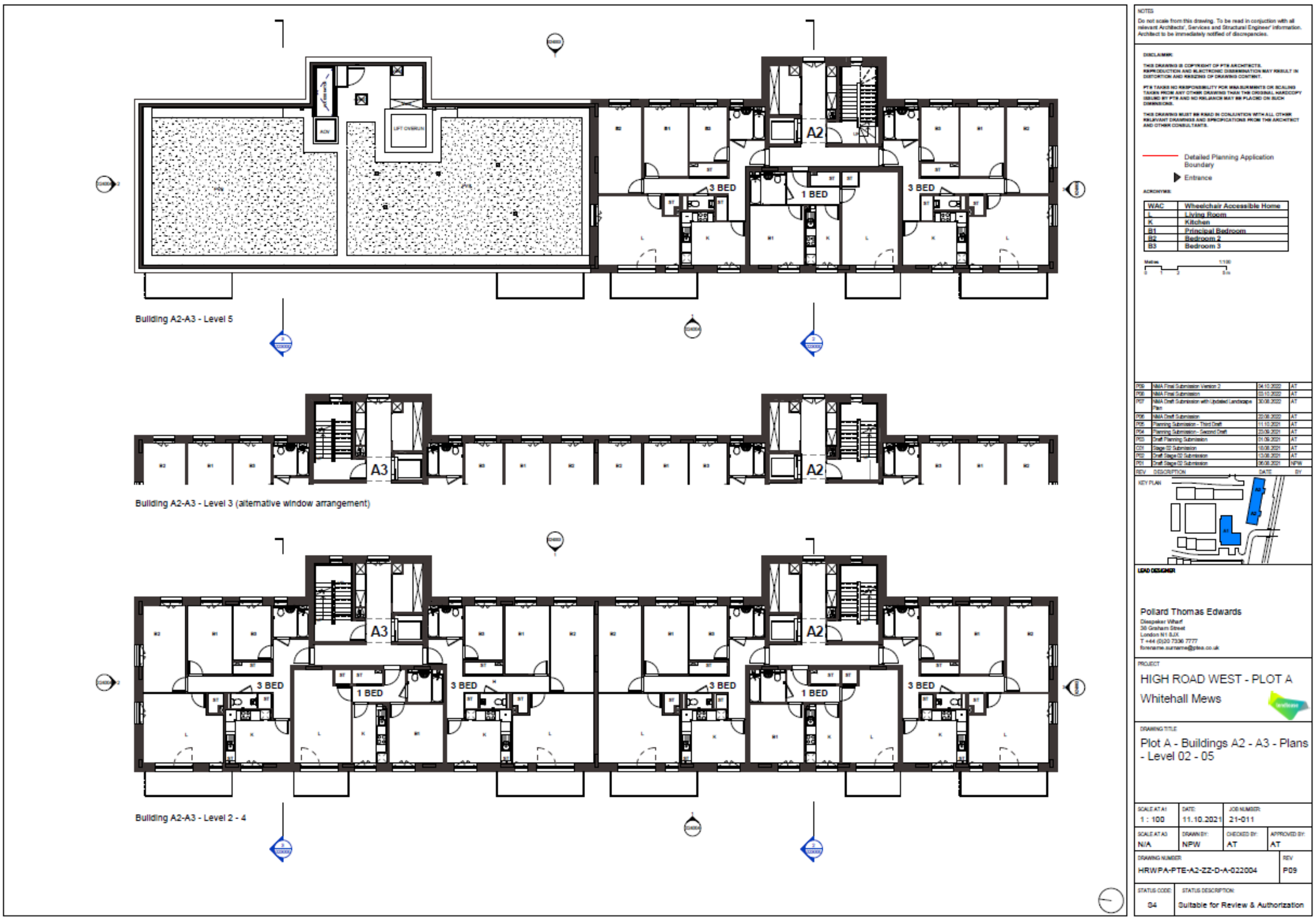


Floorplan – Building A1 Level 3 & 4



Floorplan – Building A2/A3 Level 0 & 1

Floorplan – Building A2/A3 Level 2 to 5



Proposed Views

View 1 – From Whitehall Street

View 2 – From Headcorn Road

<u>Proposed Views</u>

View 3 – From White Hart Lane Station

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Love Lane Management Plan

1. **Introduction**

   i. This Management Plan sets out the Council's approach to managing the Love Lane Estate Renewal Programme during the rehousing phases leading through to demolition.

   ii. The plan ensures the Council meets its statutory duties in relation to housing management, health and safety, and community safety whilst progressing redevelopment.

   iii. The plan relates to all 11 blocks on the Love Lane Estate. The 11 blocks are as follows

   - Charles House (High Rise)
   - Ermine House (High Rise)
   - Moselle House (High Rise)
   - Orchard Place (Low Rise)
   - 2-32 Whitehall Street (Low Rise)
   - 3-29 Whitehall Street (Low Rise)
   - 31-61 Whitehall Street (Low Rise)
   - 63-89 Whitehall Street (Low Rise)
   - 3-39 White Hart Lane (Low Rise)
   - Kathleen Ferrier Court (Low Rise)
   - Brereton Road (Low Rise)

   iv. The estate is made up of 297 flats of which, 142 are void. Vacant flats are equally distributed across all blocks, aside from 2-32 Whitehall Street which is now empty.

2. **Objectives**

   i. The key objectives are to:
   - Ensure the safety and wellbeing of remaining residents
   - To work in partnership with the community and residents
   - Secure and manage vacant homes and blocks
   - Minimise anti-social behaviour and criminal activity
   - Maintain cost control during phased rehousing
   - Ensure investments decisions are supported by a clear business case
   - Enable safe and efficient demolition

3. **Working with residents**

- **i.** Throughout the delivery of the management plan, we will continue to work closely with residents to ensure they inform and guide our work.
- **ii.** The estate has a dedicated Residents' Association with whom we will work closely on the management of the estate
- **iii.** There is a dedicated rehousing team and engagement officer that provide ongoing support and serve as the main point of contact for residents' concerns.
- **iv.** Through regular liaison with the association we ensure that their views are considered in decision making processes related to service delivery, planning, and community initiatives

4. Communication

- **i.** The Council will provide clear and timely communication to residents throughout the rehousing, decommissioning and demolition phases.
- **ii.** Where there are major changes on the estate (demolition work or changes to access or block management) we will use a mix of communication methods to make sure residents are aware. This will include;
    - Letter to household for formal updates
    - Direct contact via the rehousing team were needed
    - Updates shared through Residents' Associations
- iii. Where issues arise on the estate we will work with Community Safety, Housing and the Metropolitan Police to ensure a coordinated response and clear communication with residents.

5. Programme Phasing

- **i.** For the purposes of the management plan, the Love Lane blocks are divided into two distinct categories. These two categories are the High Rise and Low rise and approaches to each are different.
- **ii.** For the High Rise blocks, due to their inherent higher risk and the significant costs associated with retaining them for use, these blocks will be demolished once all residents have moved out. This is on the grounds that they do not make economic sense to bring them back into use, and they cannot be used in the medium term due to health and safety issues.
- **iii.** Proposals for meanwhile use for the empty sites (pending the wider redevelopment strategy) will be developed by the Placemaking Service and will be subject to separate decisions.
- **iv.** For the low rise blocks, costs of retention are lower and the blocks maybe be further utilised as by rehousing residents from the high rise

or for the use of temporary accommodation subject to an ongoing cost / benefit analysis.

v. Management approaches will be adjusted as vacancy rates change through the rehousing programme across all 11 blocks.

6. Decommissioning of Properties

i. All void properties will be decommissioned within 10 working days.

ii. Works include:

- Disconnection and safe isolation of utilities
- Removal of fixtures and hazardous materials

iii. Property status will be tracked through a central property tracker to ensure clear records confirming the status of each property.

7. Clearance of Properties

i. All vacated homes will undergo clearance within 20 working days

ii. The Council will ensure:

- Compliance with waste regulations
- Separation and safe disposal of hazardous materials
- Use of licensed contractors

8. Boarding and Securing

i. All vacant properties will be boarded within 15 working days to prevent unauthorised access to the properties.

ii. Ground floor and 1st floor properties will have windows and front doors boarded. Properties above the ground floor will be secured via the front door.

iii. Communal areas will be secured and controlled where possible in dialogue with the London Fire Brigade.

9. Security Arrangements

i. Security provision will be risk-based and budget allowance is to ensure onsite security can be utilised if necessary.

ii. As a minimum all blocks will have a weekly recorded non-technical inspection to identify issues for resolution.

iii. Close partnership working will be maintained with the Metropolitan Police and Community Safety teams to ensure a rapid response to issues as they arise.

iv. Regular reviews of security arrangements will be held across placemaking, community safety and housing teams to ensure the response is appropriate.

10. Management Arrangements

i. Fire and building safety risk assessments will be carried out across all blocks on a regular basis. For high rise blocks this includes a monthly building safety manager inspection.
ii. As a minimum all blocks will have a weekly recorded non-technical check to identify issues for resolution.
iii. Estate Services will continue with existing scheduled rotas but will adjusted as occupation rates change through the course of the programme.
iv. CCTV will continue to be monitored through the existing arrangements.
v. All compliance checks will continue to be completed in line with the organisations compliance requirements.

11. Interim Refurbishment Strategy

i. The low rise blocks will be subject to a cost benefit analysis which will assess the potential savings to council if a home is used for temporary accommodation vs the cost of bringing the home back into use. Where it is financially prudent to do so, a targeted interim refurbishment strategy will be implemented.
ii. Works will be limited but may include:
- Internal refurbishment of flats which are void where they are being brought back into use (low rise only)
- Communal area refurbishment
- External works where there are significant issues with blocks being weather tight.

iii. Investment will be considered in parallel with the redevelopment programme to ensure efficient use of resources.

12. Risk Management

i. Key risks include:
- Squatting and unauthorised occupation
- Fire risk in vacant buildings
- Cost escalation due to prolonged vacancy
- Resident dissatisfaction

ii. Mitigations include enhanced security, ongoing outreach and communication through the councils rehousing team, and proactive communication. A full risk register for the management plan is maintained jointly by the Placemaking team with the Housing Service.

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MINUTES OF THE Cabinet Member Signing HELD ON Thursday, 11th June, 2026, 11.30 - 11.37 am

PRESENT:

Councillors: Tammy Hymas

23. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

24. APOLOGIES FOR ABSENCE

There were none.

25. DECLARATIONS OF INTEREST

There were none.

26. URGENT BUSINESS

There was none.

27. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

28. VEOLIA WASTE CONTRACT AWARD FOR 2027 FOR HOUSING ESTATES

The Assistant Director Housing Management introduced the report. The rationale for the report was outlined.

It was noted that charges to leaseholders could be in excess of £100, but it was stressed that this was standard and common practice.

Following questions, it was explained:

- That communal service charges were charged to tenants and leaseholders, it was noted that if this was not completed, tenants would be charged more than leaseholders, which was considered non-optimal.

- That the contractor would acquire vehicles to complete the contract, and that this award would allow the contractor the time to acquire these vehicles in time to ensure no break in service.

RESOLVED:

That the Cabinet Member for Housing:

1. Approved the final award of the waste contract to the preferred bidder Veolia ES (UK) Ltd for the sum of £230,358,134 commencing from 17 April 2027 for an initial period of 8 years with an option to extend for a further period(s) of 8 years in aggregate, having taken full account of the observations about the housing external cleaning element of the overall contract made by leaseholders, and the Council's comments and responses.

Reasons for decision

The council had an obligation to consult with leaseholders under Section 20 of Landlord and Tenant Act 1985 where it intends to award a contract which exceeds 12 months with costs over £100 per year.

Cabinet approved the provisional award of a contract for recycling & waste collection and street cleansing services in March 2026 which contains external cleansing on housing estates as part of the contract award. The decision was subject to the completion of the required Section 20 leasehold consultation and review any observations made.

The council had completed its review of the observations received and reports on the observation received for the Cabinet Member to take into account in making the final award.

Alternative options considered

The council could do nothing. However, this would leave the council unable to award the Contract and therefore would not be able to deliver statutory services from April 2027.

The council could decide not to proceed with the award of the contract, however none of the observations received have provided a reason for the council to do so. Not awarding the contract would again leave the council unable to deliver statutory services from April 2027.

CHAIR:

Signed by Chair ………………………………..

Date …………………………………

Delegated Decisions taken by Corporate Directors

For Reporting to Cabinet - June 2026

Corporate Director	Date	Title	Decision	Exempt?
Corporate Director of Finance and Resources	01/06/2026	Acquisition of N15 using Right to Buy receipts / MHCLG LAHF R4 Grant.	Purchase of the property known as N15 for a sum of £590,000 for housing purposes as part of the Council's programme to deliver properties using either the RTB receipts or MHCLG LAHF R4 funding that has been awarded for acquisition programme that aims to provide sustainable housing for those on Afghan resettlement schemes (ARAP/ACRS) who currently reside or formerly resided in bridging accommodation and ease wider homelessness pressures. The property can then be leased by the Council to the Haringey CBS for seven years.	No
Corporate Director of Finance and Resources	01/06/2026	This report seeks approval for a contract variation and associated on costs increases arising from additional and unforeseen works and an extension of the construction programme to the existing JCT Intermediate Building Contract 2016 with Aspire Commercial Contractors Ltd under Contract Standing Order (CSO) 18.03.3 and CSO 2.05.1(o).	Approves a contract variation and extension under CSO's 18.03.3 & 2.05.1(n) & 2.05.1(o), to the existing contracts. This results in a total additional budget requirement of £297,366 and a revised total scheme cost of £2,790,131 (excluding VAT), inclusive of construction, contingency, and professional fees.	Yes
Corporate Director of Finance and Resources	03/06/2026	Acquisition of N15 using the Greater London Authority's (GLA) Council Homes Acquisition Programme (CHAP) funding.	Purchase of the property known as N15 for a sum of £380,000 for housing purposes as part of the Council's programme to deliver properties using Council Homes Acquisition Programme (CHAP) to ease wider homelessness pressures.	No
Corporate Director of Environment and Resident Experience	09/06/2026	Variation of the current Waste Contract with Veolia to deliver Electric Vehicle Charge Points in advance of the new Waste Contract starting in April 2027.	In accordance with the Council's Contract Standing Order, that the Corporate Director approves a variation of the current contract with Veolia, where the value of such variation is below £500,000.	No
Corporate Director of Finance and Resources	03/06/2026	Acquisition of N11using the Greater London Authority's (GLA) Council Homes Acquisition Programme (CHAP) funding.	Purchase of the property known as N11 for a sum of £340,000 for housing purposes as part of the Council's programme to deliver properties using Council Homes Acquisition Programme (CHAP) to ease wider homelessness pressures.	No

Corporate Director of Finance and Resources	05/06/2026	Acquisition of N15 using Right to Buy receipts / MHCLG LAHF R4 Grant.	Purchase of the property known as N15 for a sum of £380,000 for housing purposes as part of the Council's programme to deliver properties using either the RTB receipts or MHCLG LAHF R4 funding that has been awarded for acquisition programme that aims to provide sustainable housing for those on Afghan resettlement schemes (ARAP/ACRS) who currently reside or formerly resided in bridging accommodation and ease wider homelessness pressures. The property can then be leased by the Council to the Haringey CBS for seven years.	No
Corporate Director of Culture, Strategy and Communites	10/06/2026	Request to waive Contract Standing Order 12.02 as allowed under CSO 18.01 forprovision of Full Potential (trailblazer) employment support for care experienced young people	For the Corporate Director Culture Strategy and Communities to approve the implementation of Contract Standing Order (CSO) 18.01.2 (d)), (iii) to waive the requirement to obtain quotations under CSO 12.02 and award contract under CSO 2.05.1 (n) to Drive Forward Foundation for the provision Full Potential (trailblazer) employment support for care -experienced young people for a period of 12 months from 01/04/2026 to 31/04/2027 at a cost of £60,000.	No
Corporate Director of Culture, Strategy and Communites	16/06/2026	To approve entering into an agreement under section 106 of the Town and Country Planning Act 1990	To approve entering into an agreement under section 106 of the Town and Country Planning Act 1990 attached to this report in Appendix 1 ("Section 106 Agreement") with London Borough of Enfield in connection with Outline planning application with reference24/03634/OUT.	No
Corporate Director of Adults, Housing and Health	17/06/2026	Request to waive Contract Standing Order 12.02 as allowed under CSO 18.01 for the supply of Sim Chargers 2026/2027	For the Corporate Director Adults Housing Health to approve the implementation of Contract Standing Order (CSO) 18.01.2 (d) (i), (iii) to waive the requirement to obtain quotations underCSO 12.02 and award contract under CSO 2.05.1 (n) to Chiptech International Ltd for the supply of the Sim Charges for a period of 12 months from 01/04/2026 to 31/03/2027 at a cost of £54,000	No
Corporate Director of Environment and Resident Experience	22/06/2026	Approval for the Implementation of Contract Standing Order (CSO) 7.02 call off from framework as permitted under CSO 2.05.1 (n), for the Award of contract for the provision of a Revenue and Benefits portal solution	approve the implementation of Contract Standing Order 7.02, whereby the Council may access and call off from G-Cloud RM1557.14 Lot 2, as permitted under CSO 2.05.1(n) (approval of award of contract), and award a contract to Govtech Solutions Limited for the supply of a Revenues & Benefits automated form solution, for a period of two years from 8th June 2026 to 7th June 2028 at a cost of £279,500.	Yes
Corporate Director of Finance and Resources	22/06/2026	Approval to pay invoices for Bridge Renewal Trust for the operation of Chestnuts Community Centre	To re-fund Bridge Renewal Trust for the operating costs incurred at Chestnuts Community Centre, up to the value of £0.111m	

Corporate Director of Finance and Resources	05/06/2026	Retrospective approval for the re-allocation of funding for N17 9HF from Greater London Authority (GLA) Council Homes Acquisition Programme (CHAP) to Right to Buy (RTB) receipts	That retrospective approval be granted to amend the funding source and associated funding amounts for N17 9HF from Council Housing Acquisition Programme (CHAP) grant to Right to Buy (RTB) receipts.	No

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Agenda Item 17

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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