NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 21st July, 2026, 7.00 pm - George Meehan House, 294 High Road, N22 8JZ

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

Members: Councillors Lucia das Neves (Chair), Luke Cawley-Harrison (Vice-Chair), Marc Jenner and Adam Small

Quorum: 3

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST

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

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

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

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

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

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

6. MINUTES (PAGES 1 - 6)

To approve the minutes of the previous meeting, held on 22nd June 2026, as an accurate record.

7. COMMITTEE MEMBERSHIP UPDATE REPORT

Report to follow.

8. 2025/26 PROVISIONAL FINANCIAL OUTTURN REPORT (PAGES 7 - 144)

To scrutinise the provisional outturn for 2025/26 for the General Fund (GF), Housing Revenue Account (HRA), Dedicated Schools Grant (DSG) and the Capital Programme compared to the original budget agreed by Council in March 2025. The report provided for this item was originally submitted to the meeting of the Cabinet on 14th July 2026.

9. PERFORMANCE DATA UPDATE

Verbal update on developments relating to performance indicators, the new Corporate Delivery Plan (CDP) and the Local Outcomes Framework (LOF).

10. NEW ITEMS OF URGENT BUSINESS

11. WORK PROGRAMME UPDATE (PAGES 145 - 194)

- To note the current 2026/27 work programme for the Committee and to propose any amendments as required.
- To consider and approve a Scrutiny Review on Communications with Residents (Adult Social Care).

12. INTERIM REPORT SCRUTINY REVIEW - WALKING AND CYCLING SAFETY REVIEW (PAGES 195 - 208)

To consider and determine next steps for the partially completed Scrutiny Review on Walking & Cycling Safety.

13. DATES OF FUTURE MEETINGS

- Thurs 17th Sep (7pm)
- Mon 26th Oct (7pm)
- Mon 30th Nov (7pm)
- Thurs 10th Dec (7pm)
- Mon 18th Jan (7pm)
- Thurs 25th Feb (7pm)
- Thurs 18th Mar (7pm)

Dominic O'Brien, Principal Scrutiny Officer
Tel – 0208 489 5896
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Fiona Alderman
Assistant Director for Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 13 July 2026

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MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 22ND JUNE 2026, 7.00PM - 7.45PM

PRESENT:

Councillors: Lucia das Neves (Chair), Luke Cawley-Harrison (Vice-Chair), Bethany Anderson, Marc Jenner and Adam Small

1. FILMING AT MEETINGS

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

2. APOLOGIES FOR ABSENCE

Apologies for lateness were received from Cllr Adam Small.

3. URGENT BUSINESS

Scrutiny Officer, Philip Slawther, advised the Committee that late papers had been tabled which provided an update on the scrutiny membership and terms of reference for consideration under agenda item 8.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

6. MINUTES

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

Scrutiny Officer, Dominic O'Brien, noted that responses to the action points related to the Corporate Delivery Plan (CDP) would be provided to the Committee as part of the next full update on the CDP which was anticipated to take place in the autumn.

RESOLVED – That the minutes of the meetings held on 11th March 2026 and 26th March 2026 be approved as an accurate record.

7. MINUTES OF SCRUTINY PANEL MEETINGS

The minutes of the following meetings were noted:

- 9th February 2026 – Adults & Health Scrutiny Panel
- 23rd February 2026 – Culture, Community Safety & Environment Scrutiny Panel
- 26th February 2026 - Children & Young People's Scrutiny Panel
- 9th March 2026 – Housing, Planning & Development Scrutiny Panel

8. MEMBERSHIP AND TERMS OF REFERENCE

Scrutiny Officer, Philip Slawther, explained that the recommendations in the report were:

- To note the terms of reference provided in Appendix A.
- To agree the amended Scrutiny Protocol for 2026/27 in Appendix B.
- To formally establish the four Scrutiny Panels and to agree the membership of these Panels as set out in the tabled papers.
- To appoint two Councillors as Haringey's representatives to the North Central London Joint Health Overview & Scrutiny Committee (NCL JHOSC) for 2026/27.

Cllr das Neves reported that, following initial discussions between committee members, the preferred approach was to retain the existing terms of reference but that the committee may wish to realign these later in the year when more was known about the plans of the new administration, particularly the new Corporate Delivery Plan (CDP). She added that a session with the Centre for Governance & Scrutiny was planned soon to consider areas of best practice and how to evolve the scrutiny structures, including public engagement.

Cllr Cawley-Harrison added that, when the new CDP became available, this would provide an opportunity to review the remits of the Scrutiny Panels and ensure that they were properly focused on key scrutiny priorities. Cllr das Neves concurred with this and also noted the importance of allocating adequate time to scrutinise areas of cross-cutting work within the Council.

Cllr Cawley-Harrison suggested that Panel Chairs should report back to the Committee if they felt, after initial discussions with their new Panels, that there were any areas of responsibility missing from the draft remit.

A minor error on the Panel Membership list in the tabled papers was highlighted. While the membership of the Housing, Planning & Development & Scrutiny Panel was correctly listed, the Chair of the Panel was not recorded and it was clarified that the Chair for 2026/27 would be Cllr Cawley-Harrison.

With these points taken into consideration, the recommendations in the report were agreed by the Committee. It was also agreed that Cllr Lucia das Neves and Cllr Bethany Anderson be appointed as Haringey's representatives on the NCL JHOSC.

RESOLVED –

- **That the amended Scrutiny Protocol for 2026/27 be formally adopted.**
- **That four Scrutiny Panels be established with the remits and membership as set out in the tabled papers.**

- **That Cllr Lucia das Neves and Cllr Bethany Anderson be appointed as Haringey's representatives on the NCL JHOSC for the 2026/27 municipal year.**

9. APPOINTMENT OF PARENT GOVERNOR REPRESENTATIVES

Scrutiny Officer, Philip Slawther, explained that the report for this item was for noting only. This was because the current Parent Governor Representatives had been appointed on a two-year term from May 2025. He also advised that the Parent Governor representatives primarily participated in scrutiny as members of the Children & Young People's Scrutiny Panel but noted that they were also entitled to participate in meetings of the Overview & Scrutiny Committee for items concerning education matters.

The Committee noted the report and Cllr das Neves recorded her thanks on behalf of the Committee to the Parent Governor Representatives for volunteering their time to support Scrutiny.

10. APPOINTMENT OF NON-VOTING CO-OPTED MEMBERS

Scrutiny Officer, Philip Slawther, advised the Committee that, in addition to the statutory Parent Governor Representatives, the Committee was entitled to appoint non-voting co-opted members to the Scrutiny Panels. These co-opted members would typically represent local community groups and/or have specialist knowledge to contribute. The Committee was requested to reappoint Amanda Bernard to the Children & Young People's Scrutiny Panel and Helena Kania to the Adult & Health Scrutiny Panel.

The appointments were agreed and thanks from the Committee were recorded to the co-opted members for their ongoing support to Scrutiny.

RESOLVED –

- **That Amanda Bernard be appointed to the Children & Young People's Scrutiny Panel for the 2026/27 municipal year.**
- **That Helena Kania be appointed to the Adults & Health Scrutiny Panel for the 2026/27 municipal year.**

11. ISSUES ARISING FROM 2025/26 WORK PLAN

Scrutiny Officer, Dominic O'Brien advised that the purpose of the report for this item was to assist the Committee in developing its work programme for the year. Areas for inclusion in the new work programme could be drawn from various sources including the 'Scrutiny Café' consultation event that was scheduled for September 2026, the Scrutiny Survey, the priorities of the Council's new Corporate Delivery Plan which was currently in development and issues that had been identified by the previous Committee. The report also described the previous Committee's schedule for scrutinising financial and performance data on a regular basis throughout the year.

The following points were then raised as part of the subsequent discussion:

- Cllr das Neves highlighted the importance of the topic of group-based child sexual abuse in Haringey which had been highlighted by the previous Committee. It was noted that the previous Committee had requested that a data report be provided on this topic by the Metropolitan Police but it had not been possible to provide this report in time for the last Committee meeting. The previous Committee had therefore recommended that this scrutiny work be continued by the new Committee. It was agreed that a further request be made by the Committee for the Police to provide a data report to a future meeting of the Committee. **(ACTION)** Cllr Cawley-Harrison added that it would be useful to understand the reasons why the report had previously been delayed.
- Cllr Cawley-Harrison referred to the Scrutiny Review on Walking & Cycling Safety which had been started by the Culture, Community Safety & Environment Scrutiny Panel at the beginning of 2026. While some evidence had been received, the Review had not been completed and so there would be an opportunity to continue with this work in 2026/27 and consider what other local groups should be consulted to provide evidence.
- Cllr Cawley-Harrison referred to the concern raised by the provision committee about parking and bad debt provision at a previous finance update item in March 2026. He noted that the levels of bad debt may have increased since then and suggested that this be considered as part of the Committee's item on the Financial Outturn report in July 2026. **(ACTION)**

12. WORK PROGRAMME UPDATE

Cllr das Neves referred to the initial outline of the work programme including in the agenda papers. A number of finance items had been added including on the Financial Outturn Report in July which would be attended by the Director of Finance and the Cabinet Member for Finance & Corporate Services.

Jess Crowe, Corporate Director of Culture, Strategy & Communities, advised that it would be useful for the Committee to consider in advance which officers and Cabinet Members would be required to attend finance items. While the Director of Finance could provide a good level of detail, there could sometimes be issues relating to service provision where additional detail could be provided by the directors and Cabinet Members responsible for those services. Scrutiny Officer, Dominic O'Brien added that there had previously been difficulties when the Committee had a wide range of questions that related to different services. Options previously considered to address this had included cascading service issues to the relevant Scrutiny Panels or focusing finance sessions on specific service areas at different stages in the year. It was agreed that further discussion would be required with the Finance team on how best to structure future sessions. **(ACTION)**

Scrutiny Officer, Dominic O'Brien, informed the Committee that the performance updates had previously taken place twice per year (at the end of Quarter 1 and Quarter 3). The new Corporate Delivery Plan was not expected to be available for scrutiny until later in the year but there was also expected to be a new Local Outcomes Framework (LOF) published by national government which would display data outcomes in local authority areas across the country. The Committee agreed that an update on how performance would work in 2026/27 and the anticipated format of the data that would be available to scrutinise should be brought to the Committee meeting in July 2026. **(ACTION)** Jess Crowe added that the LOF would consider outcomes for a local area and would include a range of data rather than be limited to specific local government indicators. The Council had therefore been undertaking work to establish how best to interact with the requirements to report against particular indicators.

Cllr das Neves commented that effective scrutiny of performance data was an area that would be useful to cover in training for Councillors. **(ACTION)** Cllr Cawley-Harrison suggested that performance scrutiny should include a focus on corporate performance including the success on transformation and outcomes previously set out in Council strategy documents.

It was noted that the item to question the Leader of the Council and the Chief Executive was now unlikely to go ahead in July, but Committee Members emphasised the importance of this taking place at the September meeting at the latest.

13. DATES OF FUTURE MEETINGS

It was noted that Scrutiny Panel meetings would commence in September and October 2026.

Committee Members were reminded that finance training would be repeated on 9th July 2026 for any Councillors who had not been able to attend the initial session.

CHAIR: Councillor Lucia das Neves

Signed by Chair ………………………………..

Date …………………………………

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Report for: Overview and Scrutiny Committee – 21st July 2026

Title: Finance Update – 2025/26 Provisional Financial Update

Item number: **8**

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

Lead Officer: Dominic O'Brien, Principal Scrutiny Officer

Ward(s) affected: All

Report for Key/ Non Key Decision: N/A

1. Describe the issue under consideration

1.1 The report provides details of the Council's financial position at Quarter 4 of the 2025/26 financial year. This sets out the provisional outturn for 2025/26 for the General Fund (GF), Housing Revenue Account (HRA), Designated Schools Grant (DSG) and the Capital Programme compared to the original budget agreed by the Council in March 2025.

1.2 The report was originally published as part of the agenda papers for the meeting of the Cabinet scheduled for 14th July 2026.

1.3 The Overview & Scrutiny Committee is considering this report as part of its approach to quarterly finance and performance monitoring.

2. Recommendations

2.1 That the Committee give consideration to the contents of the report and, following questions to Cabinet Member for Finance & Corporate Services and the Director of Finance, submits any recommendations that arise to the Cabinet.

3. Background information

3.1 Given the Council's challenging financial situation, the terms of reference for Overview and Scrutiny has been updated in recent years to allow more prominent focus on budget monitoring and performance. This includes in-year finance and performance monitoring items on a quarterly basis. In 2026/27 these items are scheduled to take place on:

- **21st July 2026 – Provisional Financial Outturn report (Q4)**
- 17th September 2026 – Q1
- 10th December 2026 – Q2
- 18th March 2027 – Q3

3.2 The scrutiny of the draft Budget for 2027/28 and the Medium Term Financial Strategy (MTFS) for 2027/28-2031/32 will take place through the Scrutiny Panels

Haringey LONDON

in November 2026 with recommendations considered by the Overview & Scrutiny Committee in January 2027 before being submitted to the Cabinet.

4. Statutory Officers comments

4.1 Refer to the Provisional Financial Outturn report (Cabinet report – Section 12) provided for statutory officer comments.

5. Use of appendices

- 2025/26 Provisional Financial Outturn report (report to Cabinet meeting, 14th July 2026)
- Appendices 1a to 1f – Revenue & Capital Directorate Children's Directorate Level Forecast including Savings and Capital forecasts
  - 1a – Children & Young People Directorate
  - 1b - Adults, Housing & Health Directorate
  - 1c – Culture, Strategy & Communities Directorate
  - 1d – Finance & Resources Directorate
  - 1e – Environment & Resident Experience Directorate
  - 1f – Corporate Budgets
- 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 (HRA) End of Year Outturn 2025-26

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.

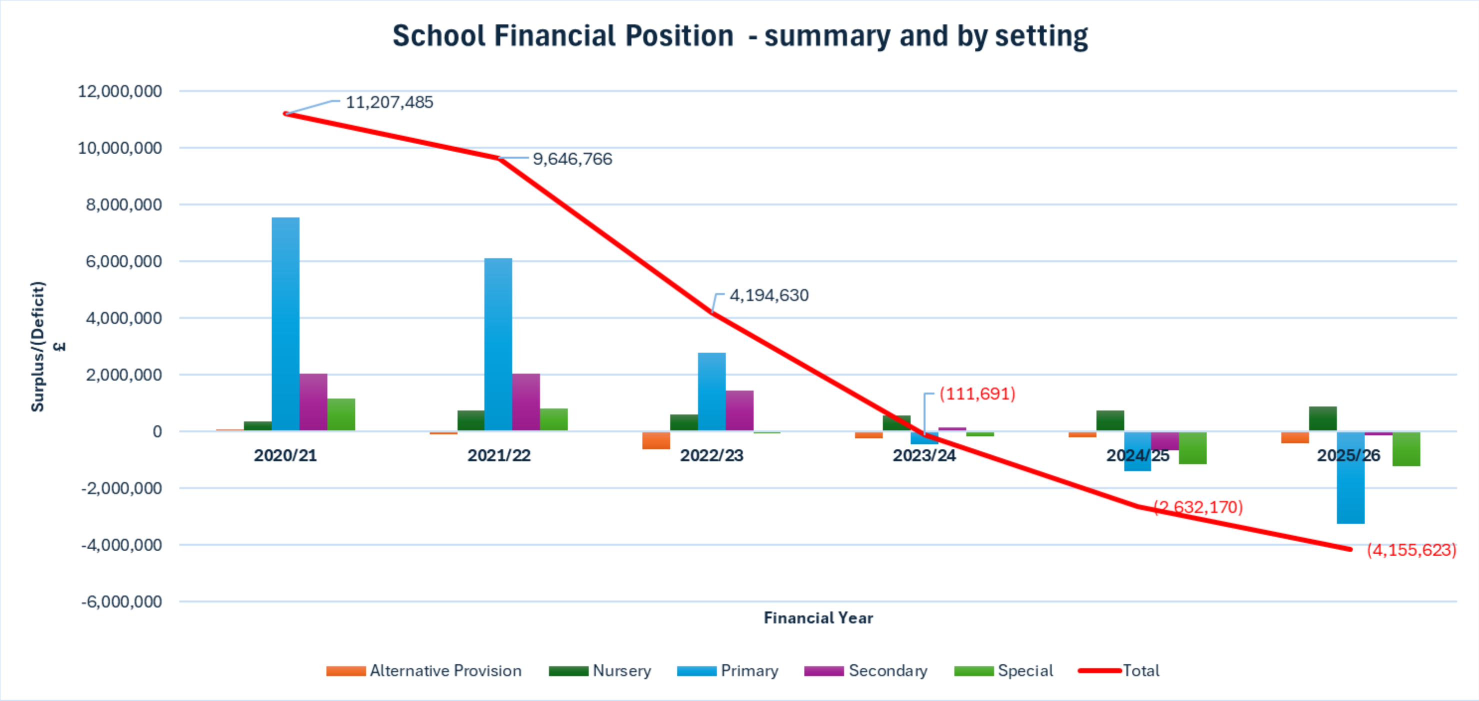
1.7.2. The demand for placements at Haringey Learning Partnership (Alternative Provision) driving additional costs of around £400,000 for the High Needs Block of the Dedicated Schools Grant.

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)	Movement 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

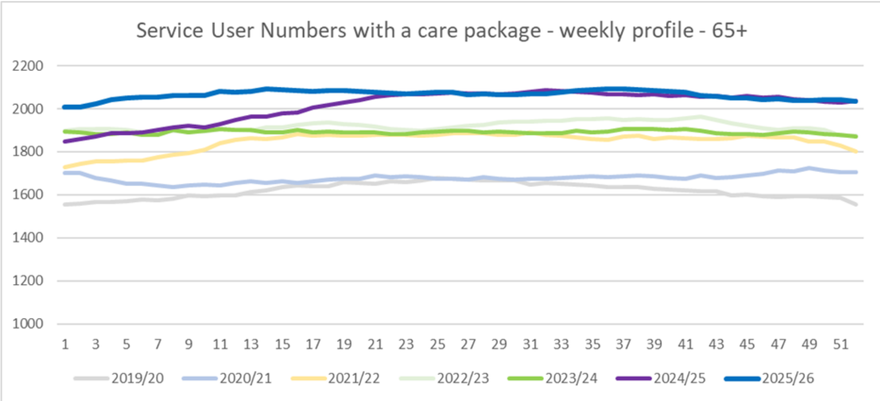
1.2. The Adult Social Care service has achieved an outturn position of £104.0m against revised budgets of £105.5m resulting in an underspend of £1.6m for 2025/26. This reflects a positive movement of £6.45m since Q3.

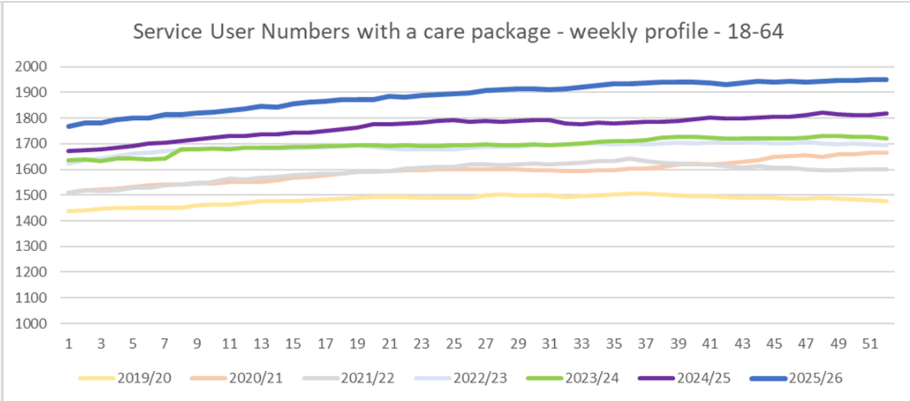
1.3. The significant improvement since Quarter 3 in the main is due to the reduction in the cost of care placements. At Quarter 3 Adults' forecast £148.7m of spend but there was a favourable movement of £5.6m by the year end. The main benefit of £4.83m is the result of an underspend against the £6.5m 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.

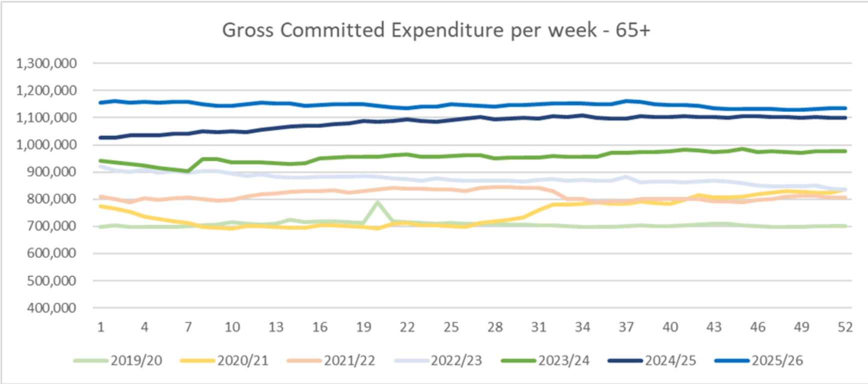
1.4. Adults Social Care increased its contributions to the bad debt provision at the year end by a further £580,000; however, this increase is in part mitigated through a positive movement £462,000 in the joint funding contributions payable by the ICB towards the cost of complex care packages.

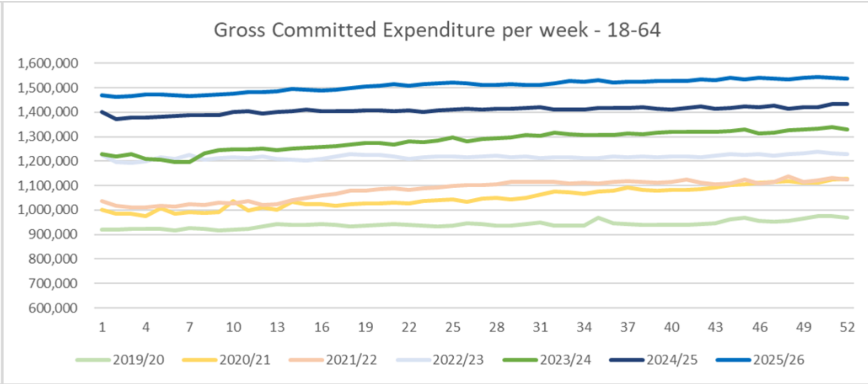
1.5. The staffing budget underspend increased by £968,000. The saving is one-off in nature as movement in personnel in Adult Social Care resulted in periods of staff positions being vacant at various times within services in the 2025/26.

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.

2025/26 Savings

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	

2025/26 Capital Provisional Outturn Position

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)	Movement between provisional 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.

<u>Corporate Landlord Model</u>

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.

<u>Construction</u>.

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**

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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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)
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

126	Children’s Services Liquid Logic Implementation	220	22	(198)	0	(198)
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)**
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.

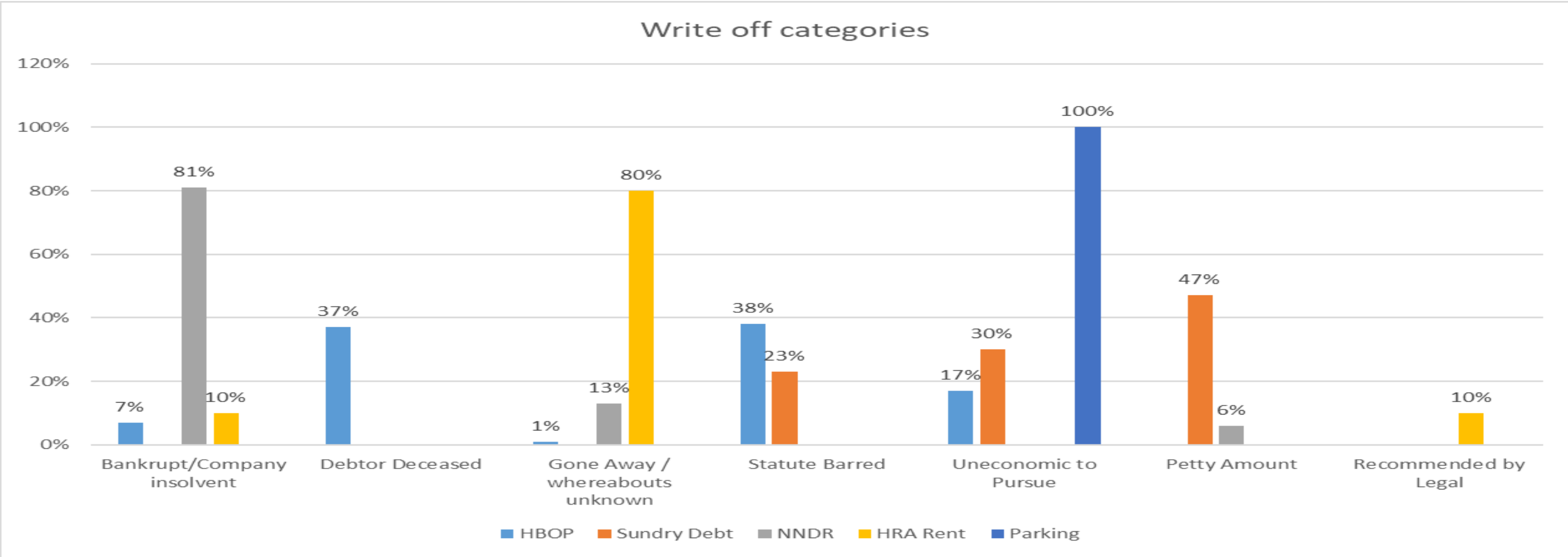
This quarterly report is for information purposes only, which details the debts that were submitted for write off for the Financial Period 1st January 2026 to 31st March 2026 **(Q4).** These relate to delinquent accounts where all forms of recovery action had been fully exhausted.

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**

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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

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: Overview and Scrutiny Committee – 21st July 2026

Title: Overview and Scrutiny Committee Work Programme

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

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

Ward(s) affected: N/A

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

1. Describe the issue under consideration

1.1 This report provides an update on the work plan for 2026-27 for the Overview & Scrutiny Committee.

2. Recommendations

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

2.2 That the Committee give consideration to the agenda items and reports required for its meetings in 2026/27. The next meeting is scheduled to be held on 17th September 2026.

2.3 To consider and approve a Scrutiny Review on Communications with Residents (Adult Social Care).

3. Reasons for decision

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

4. Background

4.1 The current draft iteration of the Committee's work plan for 2026-27 is provided as **APPENDIX A**.

4.2 The current Overview & Scrutiny Work Programme specifies that the meeting scheduled to be held on 17th July 2026 will include:

- Finance Update – Q1
- Q&A – Leader of the Council and Chief Executive

4.3 The Committee should give consideration to the items for the next meeting and any amendments that it wishes to make to the Work Programme for the meetings scheduled in 2026/27.

4.4 Given the Council's challenging financial situation, the Work Programme includes in-year finance monitoring items on a quarterly basis which are scheduled to take place on:
- 21st July 2026 – Provisional Financial Outturn report (Q4)
- 17th September 2026 – Q1
- 10th December 2026 – Q2
- 18th March 2027 – Q3

4.5 There are two meetings in the Work Programme specifically set aside to consider policy issues not directly related to finance. These are scheduled to take place on:
- 26th October 2026
- 25th February 2027

4.6 The latest version of the Council's Forward Plan, which provides notice of key decisions expected to be made by the Council over the next 3 months is attached as **APPENDIX B**. This may assist Committee Members is determining if there are any upcoming issues that require further scrutiny.

4.7 A Scrutiny Review on Communications with Residents (Adult Social Care) was completed by the Adults & Health Scrutiny Panel at the end of 2025/26. Although the draft report was approved by the Panel, it was not ready to be provided to the final meeting of the Overview & Scrutiny Committee in 2025/26 as it was necessary to circulate the draft report to those who had given evidence to the Panel so that they could make accuracy checks.

4.8 Feedback has now been received from all witnesses to the Review and only two minor amendments were proposed (one grammatical correction and an amendment on the appropriate description of a service as the 'Independence & Early Intervention Team'). The final report **(APPENDIX C)** is therefore ready for approval by the Committee and to then be sent to Cabinet for a full response.

5. Effective Scrutiny Work Programmes

5.1 An effective scrutiny work programme should reflect a balance of activities:
- Holding the Executive to account;
- Policy review and development – reviews to assess the effectiveness of existing policies or to inform the development of new strategies;
- Performance management – identifying under-performing services, investigating and making recommendations for improvement;
- External scrutiny – scrutinising and holding to account partners and other local agencies providing key services to the public;

- Public and community engagement – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community.

5.2 Key features of an effective work programme:
- A member led process, short listing and prioritising topics – with support from officers – that;
  - reflects local needs and priorities – issues of community concern as well as Borough Plan and Medium Term Financial Strategy priorities
  - prioritises topics for scrutiny that have most impact or benefit
  - involves local stakeholders
  - is flexible enough to respond to new or urgent issues

5.3 Depending on the selected topic and planned outcomes, scrutiny work will be carried out in a variety of ways, using various formats. This will include a variety of one-off reports. In accordance with the scrutiny protocol, the OSC and Scrutiny Panels will draw from the following to inform their work:
- Performance Reports;
- One off reports on matters of national or local interest or concern;
- Issues arising out of internal and external assessment (e.g. Ofsted, Care Quality Commission);
- Reports on strategies and policies under development or other issues on which the Cabinet or officers would like scrutiny views or support;
- Progress reports on implementing previous scrutiny recommendations accepted by the Cabinet or appropriate Executive body.

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

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

6. Contribution to strategic outcomes

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

7. Statutory Officers comments

Finance and Procurement

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

Legal

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

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

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

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

Equality

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

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

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

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

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

8. Use of Appendices

APPENDIX A – OSC Workplan 2026-27
APPENDIX B – Statutory Forward Plan (Version 2)
APPENDIX C - Scrutiny Review on Communications with Residents (Adult Social Care)

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Overview and Scrutiny Committee

Draft Work Plan 2026-27 *(All items are provisional)*

Date	**Agenda Items**	**Lead Officer/Witnesses**
22 Jun 2026	Terms of Reference & Panel Portfolios	Principal Scrutiny Officers
	Overview and Scrutiny Work Plan	Principal Scrutiny Officers
21 Jul 2026	2025/26 Provisional Financial Outturn report (Q4)	Cabinet Member for Finance & Corporate Services, Director of Finance
	Performance update	Leader and Chief Executive
17 Sep 2026	Finance update – Q1	Cabinet Member for Finance & Corporate Services, Director of Finance
	Cabinet Member Questions - Leader of the Council	Leader and Chief Executive
26 Oct 2026	TBC	

30 Nov 2026	Budget Scrutiny	Cabinet Members and Officers
10 Dec 2026	Finance update – Q2	Cabinet Member for Finance & Corporate Services Corporate Director of Finance
18 Jan 2027 (Budget)	Budget Scrutiny - Panel feedback and recommendations. To consider panel's draft recommendations and agree input into Cabinet's final budget proposal discussions	Cabinet Members and Officers
	Treasury Management Strategy Statement	Corporate Director of Finance
25 Feb 2027	TBC	
18 Mar 2027	Finance and Performance update – Q3	Cabinet Member for Finance & Corporate Services Corporate Director of Finance

PUBLICATION OF THE INTENTION TO MAKE A KEY DECISION[1]

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

AND

NOTICE OF A PRIVATE MEETING OF A DECISION MAKING BODY[2]

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

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

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

Publicity in connection with Key Decisions.

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

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

- to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or

- to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

The Cabinet

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

Leader of the Council (Chair) – Cllr Mark Blake
Cabinet Member for Housing – Cllr Tammy Hymas
Cabinet Member for Climate Action,– Cllr Gio Iozzi
Cabinet Member for Children and Schools– Cllr Georgia Twigg
Cabinet Member for Culture and Leisure – Cllr Erin Wolson
Cabinet Member for Placemaking– Cllr Dixie-Anne Joseph
Cabinet Member for Communities– Cllr Ata Berk Aksit

Cabinet Member for Finance and Corporate– Cllr Johann Beckfordin
Cabinet Member for Health,and Social Care– Cllr Tehseen Khan and Hannah Ward (Role-Share)
Cabinet Member for Resident Services– Cllr Jo Kuper

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

Procedures prior to private meetings

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

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

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

A 'private meeting' means a meeting or part of a meeting of a decision making body which is open to the public except to the extent that the public are excluded due to the confidential or exempt business to be transacted.
'Confidential information' means information provided to the Council by a Government Department on terms (however expressed) which forbid the disclosure of the information to the public or information the disclosure of which to the public is prohibited by or under any enactment <u>or by the order</u> of a court.

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

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

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

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

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
Between 07-Oct-2024 and 30-Sep-2026	**Outcome of the public engagement on bus priority proposals and creation of a Red Route along A504 West Green Road**	This report seeks approval on the outcome of the public engagement on the proposed introduction of bus priority measures and Red Route controls. The proposals include removal or parking at pinch points along the road and creating of a Red Route for the corridor which allows enforcement by cameras. These measures will result in more room being available for buses to pass and help reduce congestion on this busy corridor.	KEY	Cabinet Member Signing	Cabinet Member for Climate Action Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Part exempt Paragraph 3, 5 Information relating to the financial or business affairs of any particular person (including the authority holding that information). Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
Between 04-Dec-2025 and 30-Sep-2026	**School Streets - 2024/2025**	Following Stage A (informal) consultation on 8 proposed School Streets, consider feedback and decide whether to progress to Stage B (statutory) consultation	KEY	Cabinet Member Signing	Cabinet Member for Climate Action Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Public

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Between 01-Feb-2026 and 31-Jan-2027	**Coleridge Primary School - Condition Works - Award of Construction Works Contract.**	The roof covering on the west site (Juniors) is end of life with visible sign of water ingress. Following stage one permission to go out to tender in November 2025, this seeks stage two approval to award a construction works contract.	KEY	Cabinet Member Signing	Cabinet Member for Children and Schools Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 05-Feb-2026 and 30-Sep-2026	**Provision of internal audit services**	To approve the award of the contract for the provision of internal audit services.	KEY	Cabinet Member Signing	Cabinet Member for Finance & Corporate Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 05-Mar-2026 and 30-Sep-2026	**Appropriation of 13 properties from Housing Revenue Account to General Fund**	Appropriation of 13 properties to move from Housing Revenue Account management to General Fund, retaining council ownership. Cabinet signing will be included to secretary of state for MHCLG	KEY	Cabinet Member Signing	Cabinet Member for Placemaking Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 07-May-2026 and 30-Sep-2026	**Major Works Programme Broadwater Farm Estate**	Variation to original contract sum due to specification change for building safety works	KEY	Cabinet Member Signing	Cabinet Member for Placemaking Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 07-May-2026 and 30-Sep-2026	**NEC Housing - Housing Management platform re-procurement**	To commission a new contract with NEC Housing for a four year period starting from the 1st August 2026.	KEY	Cabinet Member Signing	Cabinet Member for Housing Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 07-May-2026 and 30-Sep-2026	**Selby Urban Village - Approval to procure Artificial Grass Pitch build contractor**	Approval to procure the artificial grass pitch build contractor for Selby Urban Village	KEY	Cabinet Member Signing	Cabinet Member for Placemaking Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 01-Jun-2026 and 31-Jan-2027	**Crowland Primary School - Condition Works - Award of Construction Works Contract.**	Key elements of the building fabric requires improvement. Following stage one permission to go out to tender, this seeks stage two approval to award a construction works contract.	KEY	Cabinet Member Signing	Cabinet Member for Children and Schools Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 01-Jul-2026 and 31-Oct-2026	**Earlsmead Primary School - Condition Works - Award of Construction Works Contract.**	Key elements of the building fabric requires improvement. Following stage one permission to go out to tender, this seeks stage two approval to award a construction works contract.	KEY	Cabinet Member Signing	Cabinet Member for Children and Schools Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 01-Jul-2026 and 30-Sep-2026	**Interim 2026/27 Crisis and Resilience Fund Policy**	This report will recommend an expanded interim Crisis and Resilience Fund Policy	KEY	Cabinet Member Signing	Cabinet Member for Resident Services Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Public

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Between 01-Jul-2026 and 31-Oct-2026	**Mulberry Primary School - Condition Works - Award of Construction Works Contract.**	Key elements of the building fabric requires improvement. Following stage one permission to go out to tender, this seeks stage two approval to award a construction works contract.	KEY	Cabinet Member Signing	Cabinet Member for Children and Schools Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Between 08-Jul-2026 and 30-Nov-2026	**Haringey Culture Collective governance: amendment to Articles of Association and appointment of independent Trustees**	Non-Key decision to amend Haringey Culture Collective's Articles of Association as requested by the Charity Commission, previously approved by Cabinet on 15 July 2025. Cabinet is also asked to approve the appointment of additional independent Trustees recommended by the HCC's Board of Trustees.	NON-KEY	Cabinet Member Signing	Cabinet Member for Culture and Leisure Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Public

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14-Jul-2026	**2025/26 Provisional Budget Outturn**	This report sets out the 2025/26 provisional outturn for the General Fund, Housing Revenue Account, Dedicated Schools Grant and the Capital Programme compared to budget. It will seek approval for any changes to the Council's revenue or capital budgets required to respond to the changing financial scenario and the delivery of the Medium-Term Financial Strategy. It also includes proposed transfers to/from reserves, revenue and capital carry forward requests and any budget virements, adjustments and grant acceptances	KEY	Cabinet	Cabinet Member for Finance & Corporate Services Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Public
14-Jul-2026	**All Void works Procurement**	To seek approval to procure a new long-term contract for works to all void properties across Housing and Housing Demand	KEY	Cabinet	Cabinet Member for Housing Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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14-Jul-2026	**Award of works contract for the delivery of 1 Mallard Place, Wood Green, London, N22 6TS.**	The report seeks approval of the works contract to build 150 council-rented homes plus commercial spaces at Mallard Place, N22	KEY	Cabinet	Cabinet Member for Housing Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
14-Jul-2026	**Enterprise Resource Planning Programme - Phase 2**	Approval to implement a new ERP system, supported by a full business case outlining scope, costs, benefits, risks, and delivery confidence.	KEY	Cabinet	Cabinet Member for Finance & Corporate Services Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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14-Jul-2026	**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.**	The report will seek approval for the Council to appoint a contractor to deliver a new build development of 61 social rent homes at the High Road West Phase 1A, N17 8BQ site and to appropriate the land from the General Fund to the Housing Revenue Account. It will also seek approval for the demolition of the vacant block at 2-32 Whitehall Street and the management plan for the Love Lane estate with 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.	KEY	Cabinet	Cabinet Member for Housing Corporate Director of Culture, Strategy and Communities	Report of the Corporate Director of Culture, Strategy and Communities	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Between 8-Jul-2026 and 31-Oct-2026	**Heartlands bus proposals for routes 91, N91 and 232**	To determine if parking and loading changes including provision of bus stop and bus stand are delivered to facilitate the new bus routes to serve the Heartlands area. The report makes recommendations for the making of permanent traffic orders where appropriate, following statutory traffic management order consultation.	NON-KEY	Cabinet Member Signing	Cabinet Member for Climate Action Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Public
Between 05-Aug-2026 and 31-Dec-2026	**Dockless Bikes**	Approval of a four year contract - Correction of company name in Part A and B of the Cabinet Report	KEY	Cabinet Member Signing	Cabinet Member for Climate Action Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Public
Between 06-Aug-2026 and 31-Dec-2026	**Cabinet paper correction - Crawley Road**	To update the previously agreed Cabinet Paper with correct developer name.	KEY	Cabinet Member Signing	Cabinet Member for Housing Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Public

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Between 07-Aug-2026 and 31-Dec-2026	**Gas Contract - Cabinet Correction Report**	Seeking approval for correction the name on the Council's gas contract with Corona that resulted from a clerical error, by way of a Deed of Rectification and Novation .	KEY	Cabinet Member Signing	Cabinet Member for Finance & Corporate Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Public
15-Sep-2026	**Award of Contracts for the provision of Home Care and Reablement Services**	Approval to award service agreements to successful tenderers for the delivery of bundled hours of home support and reablement services.	KEY	Cabinet	Cabinet Member for Health, Social Care & Wellbeing Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
15-Sep-2026	**Cabinet Response to the Scrutiny review on Prevention of Violence Against Women & Girls**	In accordance with the Council Constitution to provide a response to the Interim Report on Prevention of Violence Against Women & Girls	NON-KEY	Cabinet	Cabinet Member for Health & Social Care Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Public
15-Sep-2026	**Cabinet Response to the Scrutiny Interim Report on Provision of Services for Children Under One Year Old**	In accordance with the Council Constitution to provide a response to the Interim Report on Provision of Services for Children Under One Year Old	NON-KEY	Cabinet	Cabinet Member for Children and Schools Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Public

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15-Sep-2026	**Muswell Hill Practice, Muswell Hill - Permission to initiate tender action for a Construction Works Contract.**	In line with procurement rules, this report seeks a stage one approval to go out to tender for a construction works contractor to deliver remediation works to the GP Practice at 54-56 Muswell Hill Practice. A further forward plan notice will be published for the construction contract award.	KEY	Cabinet	Cabinet Member for Placemaking Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
15-Sep-2026	**Substance misuse peer led service**	The report seeks cabinet member approval to procure and appoint a substance misuse service that is peer led to meet needs of Haringey residents.	KEY	Cabinet	Cabinet Member for Health & Social Care Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
15-Sep-2026	**Tiverton Special School Development**	The mothballed Tiverton school site has been proposed for redevelopment into a special school, in line with the Council's SEND and AP Strategy from 2025. It would be funded through a £2.5m allocation from the High Needs Capital Allocations. A new-build affordable housing offer, including supported housing units, has been proposed as a viable project on a portion of the Tiverton site.	KEY	Cabinet	Cabinet Member for Children and Schools Corporate Director of Children's Services (Statutory DCS)	Report of the Corporate Director of Children's Services (Statutory DCS)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
20-Oct-2026	**Haringey Community Benefit Society Management Agreement**	This report seeks approval of a new agreement for the Council to provide management services to Haringey Community Benefit Society	KEY	Cabinet	Leader of the Council Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
20-Oct-2026	**Homes for Haringey Management Agreement and Placement Agreement**	This report seeks approval of - a new agreement for the Council to provide management services to Homes for Haringey - a new Placement (aka Nominations) agreement for the Council to place households in their properties	KEY	Cabinet	Leader of the Council Corporate Director of Adults, Housing and Health	Report of the Corporate Director of Adults, Housing and Health	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
20-Oct-2026	**Procurement of Parking Enforcement Agency services via the YPO Framework**	This report (pursuant to Contract Standing Order CSO 2.01(b), seeks: Cabinet approval to enter into a procurement and subsequently contract for two years (no option to extend further) for the execution of Warrants of Control prepared by the Council in relation to parking and traffic Penalty Charge Notices (PCNs).	KEY	Cabinet	Cabinet Member for Climate Action Corporate Director of Environment and Resident Experience	Report of the Corporate Director of Environment and Resident Experience	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
10-Nov-2026	**Security Contract**	Approval to procure a new security contractor to provide security services to council sites and buildings	KEY	Cabinet	Cabinet Member for Finance & Corporate Corporate Director of Finance and Resources (S151 Officer)	Report of the Corporate Director of Finance and Resources (S151 Officer)	Part exempt Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Published: 8 July 2026

Scrutiny Review – Communications with Residents (Adult Social Care)

A Review by the Adults & Health Scrutiny Panel – 2025/26	
Committee Membership	Cllr Pippa Connor (Chair)
	Cllr Cathy Brennan
	Cllr Dr Thayahlan Iyngkaran
	Cllr Mary Mason
	Cllr Sean O'Donovan
	Cllr Felicia Opoku
	Cllr Sheila Peacock
	Helena Kania (Co-opted Member)

scrutiny@haringey.gov.uk

CONTENTS

1. Chair's Foreword

This report sets out the findings of the Adults & Health Scrutiny Panel's review into communications between residents and Adult Social Care services. The review was initiated following feedback from residents and community organisations, who identified communication as a key area of concern affecting their experience of accessing support.

Effective communication lies at the heart of high-quality adult social care. It shapes how residents experience services, influences trust in the Council, and plays a crucial role in ensuring that people feel heard, informed and supported—particularly at times when they may already be vulnerable. The evidence presented to the Panel made clear that, while there are examples of good practice and dedicated staff delivering person-centred support, this experience is not consistent across the service.

We heard directly from service users, carers, and community organisations about delays in responses, difficulties in navigating contact routes, and a lack of clear, proactive updates. These issues can cause significant frustration and anxiety, and in some cases may exacerbate existing challenges faced by residents. At the same time, we recognise the considerable pressures faced by Adult Social Care services, including high levels of demand, workforce challenges and the need to prioritise complex and urgent cases.

The Panel wishes to place particular emphasis on the findings in relation to safeguarding. The evidence received highlighted clear and serious shortcomings in the current arrangements, including difficulties in getting through on phone lines, a lack of acknowledgement of referrals, and an absence of clear timescales or tracking mechanisms.

The Panel considers that these are not complex system issues but fundamental standards that must be consistently met. Our recommendations in this area are therefore clear: safeguarding calls must be answered, referrals must be acknowledged, referrers must be provided with a reference number, and clear timeframes for responses must be set with contact details provided. These are basic requirements that are essential to ensuring that safeguarding concerns are handled in a timely, transparent and accountable manner.

The Panel identified a need for further and more detailed scrutiny of the safeguarding referral process beyond the initial referral stage, particularly in relation to how quickly referrals are reviewed and acted upon. The Panel also highlighted the importance of examining the quality and consistency of communication with residents, including ensuring residents are routinely provided with clear timescales for investigation, regular updates on progress, and appropriate contact details to enable follow-up.

The Panel welcomed the steps already being taken by the Council to address wider issues, including the Adult Social Care Improvement Plan and the planned redesign of the 'front door' to services. We were also encouraged by examples of improvement in specific areas, such as communications relating to aids and adaptations, which demonstrate what can be achieved through clear processes and accountability.

This report seeks to build on that progress, my thanks go to the Adults and Health Scrutiny panel members and our Scrutiny officer for undertaking and supporting this important review. Our recommendations are practical, targeted and focused on raising standards across the service. In particular, they emphasise the need for consistency, clarity and accessibility in all communications with residents.

I would like to thank all those who contributed to this review, including Council officers, elected Members, and representatives from community and voluntary organisations. Most importantly, I would like to thank the residents and service users who shared their experiences with us. Their insights have been invaluable in shaping this work.

The Panel expects that the recommendations set out in this report will be acted upon and will lead to measurable improvements in how residents experience Adult Social Care services in Haringey.

Cllr Pippa Connor
Chair of Adults & Health Scrutiny Panel

2. Recommendations

Implementation of consistent communication standards across Adult Social Care services	
1	**The Panel recommended that the learning and best practice from the improvements to communications relating to Aids & Adaptations services should be implemented in any other areas of Adult Social Care where this is not already existing practice. Specific measures should include:** • **A single named person and contact details should be provided to the resident/family and kept up to date during the process.** • **Key communications/decisions should be confirmed in writing by email/letter so that the resident/family has a record of this.** • **There should be a clear explanation for any delays and the resident/family given the opportunity to discuss any changes.**
Safeguarding referrals	
2	**The Panel emphasised that there needed to be an immediate improvement to safeguarding contact arrangements and recommended that safeguarding referrals be treated as a priority area for urgent performance improvement. The Panel recommended that minimum standards should include the following:** • **Safeguarding phone lines must be answered during all advertised opening hours** • **Caller waiting times must be actively monitored and reduced to an acceptable level** • **A unique reference number to be given to enable tracking of the referral.** • **Provide a clear timeframe for when the referrer could expect to be updated.** • **Supplies contact details and a specific reference number so that the referrer can get in touch if they have not received an update within this timeframe.**
3	**That all digital safeguarding referrals should receive an automatic response which:** • **Acknowledges that the referral has been submitted and that it will receive attention.** • **Provides a clear timeframe for when the referrer could expect to be updated.** • **Supplies contact details and a specific reference number so that the referrer can get in touch if they have not received an update within this timeframe.** **The Panel emphasised that these measures should be considered to be basic operational requirements and should be implemented without delay.**
Adult Social Care Directory	
4	**The Panel welcomed the development of the new Adult Social Care Directory and the improvements that had been made so far. As this project was being completed, the Panel requested that the following additional measures be given consideration:** • **For geographic filters and search terms to include place names familiar to residents. Where the locality team areas are used as options, it should be made clear to the user which geographic area this covers, for example with a map or brief additional text.**

	• **For users who submit suggestions for changes or additional entries to receive an acknowledgement that their submission has been received and that it would be reviewed within a specified timeframe.** • **That all entries be regularly checked directly with service providers to ensure that they remained up to date.** *(The Panel acknowledged that this commitment had been made as part of the evidence received)*
Haringey Council website	
5	**That the following issues be given consideration as part of the Improvement Plan work to improve the Adult Social Care section of the website:** • **For the Adult Social Care section of the website to be easier to find from the homepage of the website.** • **To ensure that the website is designed to be accessible to people with additional needs including through the use of Easy-Read text to explain key issues including how to access services.** • **Developing short British Sign Language (BSL) videos for use on the website to explain key issues including how to access services, co-produced with service users and relevant community organisations.** • **For regular reviews to take place to ensure that advice and information about services on the website was accurate and up to date.** • **For the improvements to the design of the website to be co-produced with service users to ensure that key information is easy to find and understand.**
6	**To ensure that information about how to access Adult Social Care services and the availability of other services provided by community and voluntary organisations remains available to residents who do not have access to digital channels, through libraries, the Council's Haringey People magazine and community navigators.**

3. Context to the Review

3.1 In September 2024, the Scrutiny team held a community consultation event, known as the Scrutiny Café, with residents and community groups in attendance. The purpose of the event was to establish key priorities for the scrutiny work plan for 2024/25 and 2025/26.

3.2 The issue of communications with residents emerged from the event as a top priority. Examples of some specific feedback included:

- When residents had issues, the communications back from the Council were not always prompt or clear. Residents did not always know what was happening and did not feel that they were part of decisions.
- Residents needed to have confidence that the Council would always come back to them and respond to their concerns/queries/requests otherwise they became frustrated. A lack of communications could contribute to depression, anxiety, stress, and feelings of powerlessness from not being responded to.
- Scrutiny should examine the demand for services compared to the supply of staff. A small team of staff could be taking a large number of calls from residents on a daily basis, which inevitably led to delays in responses to residents. Statistics on this should be gathered by Scrutiny and shared with the public.

4. Committee membership and terms of reference

Committee Membership

4.1 The membership of the Adults & Health Scrutiny Panel that conducted this Review were:

Councillors: Pippa Connor (Chair), Cathy Brennan, Thayahlan Iyngkaran, Mary Mason, Sean O'Donovan, Felicia Opoku, Sheila Peacock.

Co-opted members: Helena Kania.

4.2 The terms of reference for the Review were:

To review the current arrangements for communications between residents and Adult Social Care services including:

- The experience of residents when they contact the Council regarding Adult Social Care services, including response times, acknowledgement of enquiries and the rate of satisfactory resolution of issues.
- How the Council proactively updates residents about the status of their case, including with regards to assessments, safeguarding follow up and in circumstances where delays are anticipated.
- How residents access the 'front door' to services, whether that is through the Council's main communications channels or the locality team for their area.
- The accessibility of information about adult care and support services on the Council website and the online Haricare directory.

4.3 The scoping document and terms of reference for the Scrutiny Review were approved by the Overview & Scrutiny Committee in November 2025. Evidence sessions took place in January and February 2026.

4.4 The Adults & Health Scrutiny Panel conducted the Review having previously considered various issues relevant to these terms of reference at meetings of the Panel including:

- The Council's recent adoption of a **'locality' model** which aimed to decentralise social care provision and strengthen partnership arrangements at neighbourhood level.[1]
- The establishment of the **Independence & Early Intervention (IEI) Team** as part of the restructure of the Connected Communities Service to strengthen early help and prevention and to proactively provide support as part of the localities model.[2]
- Details of Adult Social Care **complaints** that had been upheld by the Local Government & Social Care Ombudsman.[3]
- Monitoring of recommendations previously made by the Panel on improvements to **aids and adaptations** to support residents with mobility issues – particularly in relation to delays and communications issues.[4]
- The Council's response to a **Care Quality Commission (CQC) inspection** of Adult Social Services in October 2024.[5]

[1] Localities overview, Haringey Council website: https://haringey.gov.uk/adult-social-care/adult-social-care-policy-practice/adult-social-care-strategy-supporting-adults-haringey/localities
[2] Item 21, Meeting of the Adults & Health Scrutiny Panel, 22nd September 2025 https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=83609
[3] Item 44, Meeting of the Adults & Health Scrutiny Panel, 16th December 2025 https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=84349
[4] Item 56, Meeting of the Adults & Health Scrutiny Panel, 31st March 2025 https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=82097
[5] Item 58, Meeting of the Adults & Health Scrutiny Panel, 31st March 2025 https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=82098

5. CQC Inspection and Adult Social Care Improvement Plan

5.1 In February 2025, the Care Quality Commission (CQC), in its role as the independent regulator of care services in England, published a local authority assessment following an inspection of Haringey Council into how it was discharging its duties under the Care Act 2014.

5.2 Haringey Council was awarded a score of 56 out of 100 by the CQC which resulted in a rating of "Requires Improvement". The CQC states that *"People's experience of the local authority's services, care and support was mixed, with examples of both positive and negative outcomes."*

5.3 Conclusions of the CQC report that were of particular relevance to this Review included:

- *"Where people had accessed support, there were examples of positive outcomes for them. Contacting the local authority was … a barrier, with information not always being accessible. Communication needs were not always considered for people."*
- *"Information was not always accessible. This included supporting people with reasonable adjustments, so information was available in a suitable format. Support for people with sensory impairments was limited, although the local authority was taking steps to increase this."*
- *"Safeguarding processes reduced the risk of abuse and/or neglect to people. Communication with people and partners was inconsistent following referrals but staff understood the need to make safeguarding personal."*
- *"The front-door of adult social care had moved to localities to streamline contact processes and there were plans for physical hubs to support people to access information."*
- *"Coproduction to influence change was recognised as an area for improvement. Partners told us support and investment for coproduction had been limited and there was mistrust from communities following, for example, a cancelled coproduced project. The local authority was taking steps to address this, and this was reflected in strategies and processes such as specific coproduction groups."*
- *"People had positive experiences of being supported by multi-agency integrated teams which enabled people to access services and stay independent."*
- *"The local authority had reduced their waiting lists, including by outsourcing backlogs. Staffing had been increased across social care significantly to help manage workloads, which included frontline teams, but some staff told us capacity was still an issue."*
- *"Senior leadership was visible, supportive of staff, and worked together to support a positive culture."*

5.4 Following the publication of the CQC's report, the Panel requested a report from Adult Social Services on the Council's response. This report was discussed at a meeting of the Panel in March 2025[6] at which the Director for Adult Social Services highlighted some key areas requiring improvement that the Council was responding to. These included support for carers, waiting times, communications from the service and with residents, signposting and information/advice and co-production.

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[6] Item 58, Meeting of the Adults & Health Scrutiny Panel, 31st March 2025 https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=82098

5.5 A full Adult Social Care Improvement Plan, which aimed to address the concerns highlighted by the CQC and embed sustainable improvement over a 2-3 period, was then published by the Service in October 2025.[7] The Plan included ten priority areas for action including "Improving, Information, Advice & Guidance". Elements of these areas for action were referred to throughout the evidence received of part of this Review.

[7] Haringey Adult Social Care Improvement Plan, October 2025
https://www.minutes.haringey.gov.uk/documents/s154387/Appendix%203_ASC%20Improvement%20Plan%20October%2025.pdf

6. Evidence received – Contacting the Council

6.1 The Panel took evidence from and questioned the Corporate Director of Adults, Housing & Health, the Director of Adult Social Care and the Cabinet Member for Health, Social Care & Wellbeing. The Panel also took evidence from representatives of service users through the Joint Partnership Board (JPB) and from Disability Action Haringey (DAH) and received background information from the Council's Digital Content Team.

6.2 DAH is a registered charity which advocates for the needs of the local disabled community in Haringey and to ensure equal access to services. The Panel took evidence from the Chair, Chief Executive and a Trustee of DAH.

6.3 The JPB was set up in 2017 to ensure that vulnerable groups in Haringey have a voice in the way that NHS services and social care are provided for them. In addition to the main Board, the JPB has a number of Reference Groups formed of NHS and Adult Social Care services users from a wide range of services in Haringey. The Reference Groups each represent specific groups of people including for Autism, Older People, Physical Disability, Dementia, Severe & Complex Learning Disability and Carers. The Panel took evidence from a broad cross-section of representatives from the Board and the Reference Groups.

6.4 In each of the evidence sessions, the Panel focused on three main areas of questions, based on the terms of reference for the Review:

- The experience of residents initially contacting the Council as new applicants for services.
- The experience of residents who are existing service-users to able to contact the Council and have confidence that the Council will always come back to them and respond to their queries.
- Digital access to services and information.

<u>Experience of contacting the Council – Service User overview</u>

6.5 The Panel was informed by service user representatives that there were systemic communication challenges in relation to the Council that negatively affected residents and also community organisations when supporting residents. It was also acknowledged that there had been some recent improvements, but it was anticipated that changes to services would take some time.

6.6 DAH regularly heard from residents who reported that communications with Adult Social Care services were inconsistent, delayed and often unclear. While it was emphasised that some individual staff provided great person-centred support and communication, that was not experienced consistently across the teams or services. There were delays in responses, a lack of acknowledgement of communication, uncertainty about who was responsible for a particular case/inquiry, clarity around time scales and next steps. Residents often felt excluded from decisions about their own support. These experiences undermined trust in the service and caused significant stress to residents, particularly for residents already facing barriers disability, mental health, previous trauma or neuro-divergence.

6.7 The absence of consistent acknowledgements to communication and the lack of clear communication standards led to repeat contacts becoming necessary. This also places a burden on community organisations when supporting residents. DAH explained that a resident could be booked in for a 90-minute appointment because it might take 40-50 minutes to get through to the service in order to obtain information that may only take 5-10 minutes. This reduced their capacity to support more residents and achieve better outcomes.

6.8 The Panel was informed that there was a lack of proactive communications updates. Residents often found it difficult to obtain details on their care needs assessments. There was usually little reason given for delays. There was sometimes turnover in staff and the change in the member of staff responsible for a case was not communicated to the resident.

6.9 The lack of direct contact details with a named officer was frequently cited by service user representatives as an issue which led to service users feeling unsure about how to obtain support or updates regarding their case. For individuals calling the Council, the process could be stressful. Residents were not provided with a direct phone number for the officer handling their case and, if the resident then missed a phone call from the officer, there was no way of getting back in touch and it was necessary to wait until the officer called back.

6.10 On accessing the front door, there was confusion about how to access Adult Social Care services and whether it was best to do this through the Council’s main number, the locality team’s number or another route. Calling the Council and being redirected ‘from pillar to post’ was reported as something that frequently happened. Residents having to repeat their story to different staff was also a frequent experience which could be challenging, time-consuming and sometimes traumatic for residents.

Experience of contacting the Council – Adult Social Care overview

6.11 On the general approach to dealing with adult social care enquiries, the Director of Adult Social Care explained that Adult Social Services managed a high and complex level of demand and that residents communicated with the Council through a range of different routes, including face-to-face when out in the community.

6.12 The Panel was informed by the Director of Adult Social Care that the main Adult Social Care phone line (020 8489 1400) was well publicised and was listed on the Council’s website. This line had a selection of choices to triage callers to the right team. Most callers were directed to the First Response Team which addressed the concerns of the resident and determined whether the issue could be dealt with directly or whether the resident needed to be signposted on to a named social worker or to the locality where the resident lives. Response times varied depending on the nature and urgency of the inquiry.

6.13 Enquiries were also received through various other routes including the Locality teams, the Safeguarding team and the Hospital team. Safeguarding concerns and immediate risks were prioritised. Non-urgent requests were acknowledged and progressed in line with current capacity in statutory services. Where there were delays, these were largely reflective of system-wide pressures which all adult social care services in London and across the country were also facing. Prioritisation therefore had to be made on a risk basis and based on well-documented and well-evidenced issues that residents were experiencing.

6.14 The Director of Adult Social Care reported to the Panel that a meeting had been held recently to look at taking co-production forward across the whole service, including the carers' strategy. Officers had been nominated to work with each of the Joint Partnership Board's reference groups. She felt that face-to-face interaction was the best way to communicate new developments.

6.15 The Panel asked about difficulties that residents experienced when they raised issues that are the responsibility of a different department, such as housing. The Corporate Director of Adults, Housing & Health explained that the case management system that was being brought in allowed for some oversight and tracking, but she was not aware of a system that could enable that level of tracking. She added that the team would not have the level of resource to follow up these issues in a manual way. The new complaints system, called Infreemation, was better at tracking issues and escalating when responses were not made and this would be directed to the systems of relevant departments. However, this would not necessarily do end-to-end tracking of contacts.

Performance and Training

6.16 The Panel asked the senior Directors about the concerns regarding the experience of residents who got into contact with the Council by email but did not receive a response and were also not automatically informed what would happen next or how long they could expect to wait to be replied to:

- The Director of Adult Social Care acknowledged that this had been an issue and that the service was currently engaged with a redesign of the 'front door' which would be a clear single point of contact for Adult Social Care. This would include clear messaging when people call out of hours in order to manage expectations and make clear when people could expect to be contacted. The aim was for consistent responses and consistent messaging. Changes were anticipated in April 2026 following a period of consultation, including with unions as the changes would involve changes to people's roles.
- A new Deputy Director for Adult Social Services had recently been appointed and would be focused on performance and practice in the localities. Performance reporting would include weekly reports for each locality team and daily monitoring of the front door team. This would help to get a sense of quality control and consistency of approach across the Borough and also support staff. Staff would require training and development to understand expectations and minimum standards.

6.17 The Panel observed that management oversight in customer services settings typically used performance data, such as caller wait times or the percentage of responses made to email contacts within the waiting time standard time.

6.18 The Panel also highlighted the importance of qualitative data, such as satisfaction levels. The Director of Adult Social Care said that there was lot of activity with residents to obtain input into the Adult Social Care Improvement Plan, including through the Commissioning Co-production Board, the LD Carers' Forum and the Carers' Co-production group. She added that there were a range of national surveys, but it was likely to be more meaningful to have direct dialogue with groups about whether services were improving. She added that it may be possible to broaden this work by including additional groups.

6.19 DAH observed that when contacting specific teams, some teams could be easier to contact than others. One example provided was that there a particular officer on duty on specific days of the week who was very effective at dealing with queries and so this was known to be a good time to call. However, it was commented that the efficiency of the service ought not to be dependent on individual staff members in this way.

6.20 The Panel queried whether inconsistencies in the service could be resolved through staff training, upskilling of staff and oversight of response times. Suggestions through the evidence received included a toolkit for staff to assist with clear information and signposting which could potentially involve co-production so that service users could highlight common issues. The Panel also expressed concerned about the staff shortages and the stress that existing staff were under.

6.21 The Corporate Director of Adults, Housing & Health commented that there was a wider area of focus on workforce culture in the Council following on from the recent LGSO report. There was a focus and commitment to embedded learning and making sure that people understand the importance of communications being timely, clear and empathetic. Learning sessions had recently been held with staff on this issue. The Director of Adult Social Care added that there had been some recent work around improving letters to residents, including in relation to sensitive cases such as overpayments, where it was important to get the tone right.

Aids & Adaptations – communications improvements

6.22 The Panel referred to previous scrutiny work carried out on the topic of 'aids and adaptations', which concerned the service provided to people who require mobility equipment or alterations to their home to help them with mobility issues. Improvements to communications with residents was a key element that was considered as part of this work that has relevance to the wider issues on communications this relate to this Scrutiny Review.

6.23 Following the scrutiny work on aids and adaptations, a series of recommendations was made to the Cabinet in 2022[8] which included:

- A named person and contact details should be provided to the resident/family and kept up to date during the process
- Key communications/decisions should be confirmed in writing by email/letter so that the resident/family has a record of this.
- There should be a clear explanation for any delays and the resident/family given the opportunity to discuss any changes.

[8] Minutes, Adults & Health Scrutiny Panel, 15th September 2022 (includes full list of recommendations) https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=74001

6.24 The Panel has continued to monitor these recommendations and officers had reported that improvements made in this area had included a 4-6 week contact pathway to update them about the status of their case, a new case management system and an initiative to proactively contact everyone on the waiting list.

6.25 A particular issue was that, in some cases, there could be several different professionals working on a particular adaptation (e.g. occupational therapist, social worker, surveyor) and this led to difficulties for residents who did not know who best to contact and were often referred to a different person when they did make an enquiry. The Council had therefore made a commitment that there would be a lead professional on aids and adaptation cases so that there would be someone taking ownership for coordination and to act as a single point of contact for the resident. The lead professional also conducted regular check-ins with the resident to ensure that they were kept up to date with issues and concerns, for example if the work on an adaption was subject to a delay.

RECOMMENDATION 1 – The Panel recommended that the learning and best practice from the improvements to communications relating to Aids & Adaptations services should be implemented in any other areas of Adult Social Care where this is not already existing practice. Specific measures should include:

- **A single named person and contact details should be provided to the resident/family and kept up to date during the process.**
- **Key communications/decisions should be confirmed in writing by email/letter so that the resident/family has a record of this.**
- **There should be a clear explanation for any delays and the resident/family given the opportunity to discuss any changes.**

7. Evidence received – Safeguarding Referrals

7.1 At the evidence session with the JPB, concerns were heard from several representatives about the difficulties in making safeguarding referrals. An example given was an organisation trying to call the relevant telephone numbers but not being able to get through to anyone, then filling out the online referral form but not having received a response over a week later.

7.2 Following the evidence session, the Panel's main concerns about safeguarding referrals were:

- The safeguarding phone line not being answered.
- If a call was put through, no information was provided as to when the caller would hear back regarding their concerns.
- If the referrer filled out the safeguarding form, there was sometimes no recognition from the service that this had been received.
- There were long waits to hear back if the referral had been accepted.
- There could be no way for the referrer to find out who to contact if they didn't hear anything back once the form had been submitted.
- No reference number was provided that a referrer could use in a follow up email to track what was happening.
- When contact from the Council was made, no timeframe was provided for when any next steps would happen.

7.3 Evidence received from DAH about safeguarding referrals was that it was typically difficult to get through to someone on the phone line and that you may often then have to be referred elsewhere. This meant that it was often necessary to repeat the information. The overall process was time consuming and detracted from how many people DAH could help.

7.4 The Panel was also told by DAH that it was difficult to obtain information about outcomes. While it was acknowledged there may be some information that would not be appropriate to share, it would still be good to be able to obtain an update that the safeguarding referral has been effectively handled as this would be reassuring. The Panel noted that, according to the CQC inspection report from February 2025[9], an internal audit conducted by the Council had found that 71% of referrers were informed of the outcome of Section 42 (safeguarding) enquiries.

7.5 In response to the concerns raised, the Cabinet Member for Social Care & Wellbeing commented that these concerns were difficult to hear but not taken lightly and did validate the issues that had been previously identified and included in the Adult Social Care Improvement Plan.

7.6 The Director of Adult Social Care made a number of observations about safeguarding referrals:

- Safeguarding referrals into Adult Social Care were received through 'front door' arrangements, the purpose of which was provide a single consistent route into the

[9] London Borough of Haringey: Local authority assessment, CQC (Feb 2025) https://www.cqc.org.uk/care-services/local-authority-assessment-reports/haringey-0225

service. There was no separate, direct safeguarding telephone line. Safeguarding referrals could be made by telephone, an online form or written correspondence from partner agencies. When safeguarding referrals were received, the focus was on consistent triage and having a clear recording and audit.

- It was recognised that callers may experience difficulties in getting through by telephone at peak time. Callers are then queued, directed through callback arrangements or provided with information about how to access information through the website.
- It was also recognised that, while online referrals were screened and processed internally, the visibility of how this was being progressed could be improved.
- Demand was a big issue and was therefore a cornerstone of the Improvement Plan and the work of the independent safeguarding review that had been commissioned to look at the role and function of the Safeguarding Board and how the Council performed its statutory duties.
- A Strategic Programme Lead for Safeguarding had been appointed to manage the transitional phase while the recommendations from the safeguarding review were being established. The new appointment to Deputy DASS would be leading on performance across the service, including in safeguarding. A new Principal Social Worker would be joining in March 2026 who would focus on practise at the front line.
- The digital roadmap was an important part of the improvement journey as some practices in the service were outdated.
- Safeguarding referrals were professionally screened to determine the level of risk, whether the concerns met the Section 42 threshold and whether immediate protective action was required. Safeguarding investigations could be complex with variations in the amount of time required.
- Monthly meetings took place with providers to discuss the responses to their safeguarding enquiries.
- Progress was underway with the transformation of the ‘front door’ to Adult Social Care which was expected to make a huge difference in how responsive and person-centred the service was.

7.7 The Corporate Director of Adults, Housing & Health, emphasised the importance of the Adult Social Care Improvement Plan and the recognition of staffing and capacity levels. In addition, an additional £3.6m of staffing investment had been proposed for the 2026/27 Budget. In addition:

- The new Adult Social Care Directory would improve the availability of up-to-date information for signposting.
- The Connected Communities service had now been integrated into the Adult Social Care service as the new Independence and Early Intervention team, which would further increase capacity.
- There was scope for complex cases across adults and housing to be supported in a different way to promote early intervention/prevention and meet demand challenges.

RECOMMENDATION 2 - The Panel emphasised that there needed to be an immediate improvement to safeguarding contact arrangements and recommended that safeguarding referrals be treated as a priority area for urgent performance improvement. The Panel recommended that minimum standards should include the following:

- **Safeguarding phone lines must be answered during all advertised opening hours.**
- **Caller waiting times must be actively monitored and reduced to an acceptable level.**
- **A unique reference number to be given to enable tracking of the referral.**
- **Provide a clear timeframe for when the referrer could expect to be updated.**
- **Supplies contact details and a specific reference number so that the referrer can get in touch if they have not received an update within this timeframe.**

RECOMMENDATION 3 – That all digital safeguarding referrals should receive an automatic response which:

- **Acknowledges that the referral has been submitted and that it will receive attention.**
- **Provides a clear timeframe for when the referrer could expect to be updated.**
- **Supplies contact details and a specific reference number so that the referrer can get in touch if they have not received an update within this timeframe.**

The Panel emphasised that these measures should be considered to be basic operational requirements and should be implemented without delay.

8. Evidence received – Adult Social Care Directory and Corporate website

8.1 The Panel noted that the Adult Social Care Improvement Plan included commitments to:

- Improved website navigation.
- Refreshed community support directory.
- Enhance translation, accessibility and digital inclusion.
- Develop a Feedback Impact section on the Adult Social Care website pages, which will inform "You Said, We Did" areas of improvement.

Adult Social Care Directory

8.2 In recent years, adults in Haringey looking for care and support services had been able to access an online directory known as 'Haricare' in order to search for details about relevant local organisations. Councillors on the Panel had previously reported concerns expressed by some constituents that they did not find the Haricare directory easy to use. The Director of Adult Social Care acknowledged that online directories were only as good as the money invested in them and that Haricare had been a dated website that needed a refresh. A project to update the directory had therefore recently been undertaken.

8.3 The Panel received information from the Council's Digital Content Team that Haricare had previously been run through a contract with an external service provider, but a decision had recently been taken to move the service in-house and redesign it as a new service to be known as the Adult Social Care Directory.

8.4 The work to migrate information to the new Adult Social Care Directory had included entries from Haricare, information from a voluntary and community sector resource list drawn up by an external consultancy and entries from existing directories on the Council's website that were relevant to Adult Social Care. As of January 2026, there were a total of 310 entries in the new Adult Social Care Directory.

8.5 In discussions about the criteria for inclusion in the new Adult Social Care Directory, there had been a focus on local provision because there was a view that Haricare had expanded to include some content which was less relevant. The criteria for the new Directory were determined as:

- The services must be available to Haringey residents.
- National and London-wide organisations were considered only where there were no kind of similar local services. However, local services were generally prioritised.
- Services which sought to promote a political or religious cause were not listed. Although a service and/or its venue could be associated with a religion, that cannot be the purpose of the service.
- Commercial services would be considered where they provide services specifically for people in Haringey or had CQC accreditation.
- Services must be free of charge or at a low cost for members of the community.

8.6 In order to keep the Directory up-to-date, a direct check-in with service providers would be carried out every 12 months to make sure that they were still providing the services displayed in the Directory.

8.7 There had also been work on a set of around 40 new filters for the new Directory to help users to find what they needed. These were in different groups based on support needs, service type and location.

8.8 The "soft launch" of the Directory took place in November 2025 as this was when the previous contract had ended. This meant that the new Directory wasn't promoted on the site but it was still possible to find it through the search facility on the Council website or from external search engines. There had not yet been a full launch because there was still some work to be completed and some entries to be added. Additional features to be added included a map view and a function to add "what you searched for" text at the top of the page after a search with the number of results added.

8.9 The possibility of an interactive workshop to gather user feedback was raised and this was likely to include social care staff, as they would be users of the Directory, as well as residents and other stakeholders. It was noted that staff in the first response team used the Directory service on a daily basis to help them with conversations and signposting.

8.10 The Panel questioned the Corporate Director of Adults, Housing & Health and the Director of Adult Social Care regarding the new Adult Social Care Directory.

8.11 A Panel Member had explored the Directory and described entering the search term "dementia" while selecting the east of the Borough. Only two entries were returned although she was aware that there were more organisations that were active in this area. She asked what confidence Directors had in the directory and whether more capacity was needed in the team to provide more information to the Digital team.

8.12 The Director of Adult Social Care noted that the final version of the Directory was still being worked on and was not yet complete. She noted that, if the directory was printed, residents would have most of what they needed, but the challenge was the search engine functionality. It was important to note that the new website was still in the process of being built but agreed that it needed to be as agile and functional as possible with the limited budget that was available.

8.13 The Panel commented that the new Adult Social Care Directory was a considerable improvement on the previous Haricare Directory. Other observations made by the Panel, based on the information received, were:

- That in addition to the work to redesign the online directory, there would need to be a budget to keep it regularly updated because out-of-date information could be a particular problem with online directories.
- That the terms that people were likely to use regarding the geographical area should be added to the functionality of the online directory. It was noted that the current options for geographical area were listed under the heading 'Locality' and were based on the three locality teams (West, Central and East). The Panel felt that many residents would not necessarily be familiar with the term 'locality' or the locality boundaries and were more likely to search using a more familiar term such as "Tottenham" or "Wood Green".

- That some residents did not engage with the website at all, and so other channels of communication remained important.
- The option on the new directory which enabled users to suggest new entries or to report incorrect or out-of-date entries was welcomed by the Panel. DAH also agreed that this was an improvement but also pointed out that users would not necessarily receive any feedback on whether any action had been taken as a result of their suggestion. Users would be less likely to make suggestions if they felt that this was not making a difference.

RECOMMENDATION 4 – The Panel welcomed the development of the new Adult Social Care Directory and the improvements that had been made so far. As this project was being completed, the Panel requested that the following additional measures be given consideration:

- **For geographic filters and search terms to include place names familiar to residents. Where the locality team areas are used as options, it should be made clear to the user which geographic area this covers, for example with a map or brief additional text.**
- **For users who submit suggestions for changes or additional entries to receive an acknowledgement that their submission has been received and that it would be reviewed within a specified timeframe.**
- **That all entries be regularly checked directly with service providers to ensure that they remained up to date.** *(The Panel acknowledged that this commitment had been made as part of the evidence received)*

<u>Corporate Website</u>

8.14 Evidence received from service user representatives indicated that service users experienced difficulties in navigating the Council's website and that finding information was challenging despite recent redevelopments. It was noted that the link to the Adult Social Care section of the website was not prominently displayed on the homepage of the website. Information on some parts of the website was considered to be too complex and not necessarily written in plain English while accessibility features were inconsistent. It was reported that people with cognitive impairments found the website difficult to navigate.

8.15 Specific concerns were expressed by DAH about access to information for deaf residents and there were therefore concerns about the risk of their being excluded because of their access needs. It was suggested that access to information could be improved through the provision of BSL (British Sign Language) videos on the website, for example to explain information about a care needs assessment.

8.16 The CQC inspection report of January 2025 also drew attention to accessibility issues, specifically:

- Partners felt that digital exclusion was a barrier for people in accessing services. This was recognised by the Council which had included this in the Adult Social Care Prevention Strategy and included measures such as expanding digital training programmes and providing access to digital equipment through community hubs.

- The Council website did not include information in different languages for people whose first language was not English. There was a translation function for multiple languages but this was not always easy to find.
- The Council's use of easy-read information to support people with learning disabilities and/or neurodivergence was inconsistent.

8.17 The Panel acknowledged that many people trying to access Adult Social Care services were vulnerable and had additional access needs. This therefore needed to be reflected in the design of the corporate website, including through 'Easy Read' information and accessibility functions based on disabilities, but also through clearer explanations about how to access services and the practical next steps to do so.

8.18 The Panel also emphasised the importance of keeping advice and information about services on the website up to date and ensuring that updates were made when circumstances changed.

8.19 The Panel commented that the 'front door' to Adult Social Care services needed to be easy to locate from the main front page of the corporate website and also from mainstream search engines.

8.20 A Panel Member proposed that any overhaul of the website would need the input of service users in order to put together readable user interfaces. It was also suggested that 'mystery shopping' style tests should be carried out to check that the pathways actually worked.

8.21 The Panel also acknowledged that some people who required access to health and social care services did not access online information or were not able to because of their health or financial circumstances. This highlighted the importance of ensuring this information about how to access services was promoted through other communications channels including through libraries, the Council's Haringey People magazine and community navigators.

RECOMMENDATION 5 – That the following issues be given consideration as part of the Improvement Plan work to improve the Adult Social Care section of the website:

- **For the Adult Social Care section of the website to be easier to find from the homepage of the website.**
- **To ensure that the website is designed to be accessible to people with additional needs including through the use of Easy-Read text to explain key issues including how to access services.**
- **Developing short British Sign Language (BSL) videos for use on the website to explain key issues including how to access services, co-produced with service users and relevant community organisations.**
- **For regular reviews to take place to ensure that advice and information about services on the website was accurate and up to date.**
- **For the improvements to the design of the website to be co-produced with service users to ensure that key information is easy to find and understand.**

RECOMMENDATION 6 – To ensure that information about how to access Adult Social Care services and the availability of other services provided by community and voluntary organisations remains available to residents who do not have access to digital channels, through libraries, the Council's Haringey People magazine and community navigators.

9. Future scrutiny work

9.1 It was recognised by the Panel that the time available to conduct the Review was limited and that the Scrutiny Panel established in 2026/27 could choose to conduct further scrutiny work in this area based on the findings of this report.

9.2 This Review includes a number of recommendations relating to the initial process for residents and organisations making safeguarding referrals (see Section 7). However, the Panel was not satisfied that sufficient scrutiny had been undertaken in relation to the subsequent stages of the safeguarding referral process and therefore recommends further, more detailed examination in this area.

9.3 In particular, the Panel identified a clear need for more robust scrutiny of the process once a safeguarding referral has been submitted, including outstanding questions raised during the review regarding unread emails and delays in action being taken. The Panel recommended that comprehensive performance data be obtained in relation to current response times following safeguarding referrals, alongside a detailed examination of how promptly emails and other communications are reviewed, escalated, and acted upon.

9.4 The Panel also recommended further scrutiny of the communication provided to residents once safeguarding concerns have been received and reviewed. This should include consideration of whether residents are routinely provided with clear timescales for investigation, regular updates on progress, and appropriate contact details to enable follow-up where responses are delayed or safeguarding concerns remain unresolved.

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Report for: Overview and Scrutiny Committee – June 2026

Title: Interim Report – Walking and Cycling Safety Scrutiny Review

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

Lead Officer: Fola Irikefe, Principal Scrutiny Support Officer
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Ward(s) affected: All

1. Describe the issue under consideration

This report provides an update on the progress made thus far of the Culture, Climate and Community Safety Scrutiny panels review of walking and cycling safety in the borough. The primary objective of the review is to consider what else can be done to facilitate those walking and cycling in the borough to ensure that they are safe in line with the objectives of the councils Walking and Cycling Action Plan. The Overview and Scrutiny Committee is asked to consider and comment as necessary on the contents of the update report. The report details recommended actions and next steps for the review.

2. Recommendations

2.1 To continue with the review for a time limited period as part of the 2026/27 Work Programme of the Culture, Community Safety and Environment Scrutiny Panel, exploring the areas highlighted in more detail within the main body of the report. The Panel should address the following areas:

A) Safety and Education

Recommendation 1: That the Panel consider a progress update in respect of safety for e-bike user and what has been implemented/ is planned to be implemented by the council and the chosen provider.

Recommendation 2 : That the Panel should follow up with Haringey officers to establish the progress regarding whether a London-wide agreement for operators to have built in safety objectives in relation to how they are helping to improve pedestrian safety is progressing.

B) Enforcement

Recommendation 3: That the Panel considers the outcomes of the decision Cabinet made in March 2026 regarding a chosen provider for e-bikes. The Panel should explore whether a pan-London contract to have a universal licensing framework for dockless e-bikes to manage some of the issues around enforcement and deal with unregulated, inconsistent operators across different boroughs is developed. This is something that was in development that the Panel were informed about at their meeting in September 2025.

Recommendation 4: That the Panel considers data around enforcement and whether there are any hotspots and areas of high usage with significant non-compliance.

C) Public Consultation & Engagement

Recommendation 5 : The Panel should consider the outcomes and results from all the recent and ongoing Common Place consultations. In particular, the responses following the implementation of the new contract.

Recommendation 6 : The Panel should also explore the work of the Micromobility Group drawing on any good practice that can inform the final recommendations.

Recommendation7: That the Panel should consider and analyse existing perception data from previous consultations, including the Kerbside Strategy, EV Strategy and Transport Strategy.

D) Infrastructure

Recommendation 8: The Panel should consider planned changes to infrastructure and progress with the rollout of more dockless parking bays they were briefed about.

Recommendation 9 : The Panel should consider any other infrastructure plans and include liaison with officers at TfL as part of their evidence gathering.

Recommendation 10 : That the Panel considers an update on the progress of the work being done to increase the visibility of walking routes.

E) Collision and hotspots

Recommendation 11: That the Panel consider the key areas highlighted by residents for potential site visits and also cross reference these with the collision data provided at the February 2026 meeting.

3. Background and Policy Context

3.1 The Culture, Community Safety and Environment Scrutiny Panel set out to review the implementation of the Walking and Cycling Action Plan at their meeting in March 2025. The review was prompted as a result of an increase in member enquiries in relation to the dangerous powered two-wheelers and the negative impact abandoned dockless bikes were having on accessibility for vulnerable road users.

3.2 The Panel refined and narrowed their scope in September 2025 to focus on the Walking and Cycling Action Plan in the context of exploring '*what does safe cycling look like for the everyone in Haringey'*.

3.3 The review explored:

- Elements of the Walking and Cycling Action Plan/ Active Transport Policy/ Streets for People Investment Plan - 2025/26 to 2029/30,
- the impact of safety as a result of increased cycling in the borough,
- current and proposed infrastructure to support cyclists in the borough (rollout of more dockless bike bays to support LTN's and School Streets, re-tendering of contracts etc),
- the increase in use of electric bikes (obstructing vulnerable users being the most frequent public concern),
- the issue of enforcement
- consideration of existing data in respect of obstruction/ injuries/ complaints regarding-e-bikes,
- good practice in other boroughs and what else can be done to improve the experience of our residents both as cyclists and also pedestrians, and
- resident and key stakeholder engagement.

4. Scrutiny Review Evidence Gathering

4.1 The Scrutiny Panel have so far considered evidence and consulted the following stakeholders:

- Councillor Ibrahim Ali, previously Cabinet Member for Climate Action and Environment
- Councillor Seema Chandwani, previously Cabinet Member for Resident Services & Tackling Inequality
- Councillor Mike Hakata, (Former) Cabinet Member for Climate Action, Environment, and Transport
- Rob Krzyszowski, Director of Planning and Building Standards
- Maurice Richards, Head of Transport, Travel & Building Standards
- Naima Ihsan, Principal Transport Planner
- Key stakeholders in the borough including members of public detailed in the section below

4.2 The Panel gathered the majority of their evidence at their Panel meetings, drawing on the expertise of officers in the council to set the scene. The Panel's meeting in September 2025 focussed on considering desk top evidence already available in order to refine the broad scope that had been mapped out in March 2025. The Scrutiny Panel reviewed the June 2025 Walking and Cycling Action Plan update as well as the Streets for People Investment Plan 2025/26 to 2029/30 with a briefing from former Councillor Mike Hakata, Cabinet Member for Climate Action, Environment, and Transport and also the Head of Transport, Travel & Building Standards.

4.3 Consideration was also given to the current and proposed infrastructure to support cyclists and pedestrians in the borough through a presentation from the Head of Transport, Travel & Building Standards. The Panel heard that the authority was rolling out fixed dockless bike parking locations and the first fourty had been implemented with another hundred planned by the end of 2025 and a further hundred in the year to follow with the view to having them 100 meters from each other.

4.4 The Scrutiny Panel also considered other initiatives to support the cycling infrastructure including:

- Cycleways Network Development (CND): Over £19.9m has been allocated in 2024/25 for developing high-priority cycling schemes, following TfL's Healthy Streets criteria.
- Active Travel Zones & LTNs: The council is developing LTNs and "Streets for People" projects, focusing on reducing motor vehicle dominance and encouraging cycling.
- School Streets: this scheme is being expanded and will restrict motor traffic during drop-off/pick-up times to create safe, walkable, and cycle-friendly areas.
- Cycle Parking: Expansion of secure residential bike hangars is a key priority to match demand for cycle storage.
- Station Road (N22) Upgrades: Improvements include converting advisory lanes into mandatory lanes for better north-to-south connectivity.
- C1 Extension: The extension of Cycleway 1 (C1) to Queen Street is aimed at improving safety and connectivity.

4.6 At a meeting in September 2025, the Head of Transport and Travel briefed the Panel on the dockless bike trial with Lime and Forest which commenced in February 2024. The Panel learned that the contract was out to tender and the would be awarded on the basis of stronger enforcement, greater support e.g. with education programmes, expanded fixed parking locations and faster response to the clearance and removal of obstructions. It was explained that a future dockless bike contract was to be awarded in March 2026 which would include a revenue-share model, stronger KPIs for enforcement and a re-launch of resident engagement following the selection of the provider. The Panel were also briefed on the work being done with the London Micromobility Group (a network of urban mobility leaders, industry partners, and advocates in London).

4.7 The meeting in December 2025 saw the Panel further narrow down the information they required to fully explore the issue of safety and how they could go about ascertaining if dockless bikes had resulted negatively on safety. The Panel wanted to better understand collision data and the hotspot areas in the borough where there are potentially heightened safety concerns for pedestrians and cyclists. It was understood by the Panel that collision data provides some semblance of the safety concerns, however, the collision data was only on incidents reported to police, so it did not give the full picture as there is the likelihood of collisions that were not recorded and a significant number of near misses.

4.8 Due to the fact that not all the incidents will be formally reported to the police and it was likely these are the most severe cases, the Panel felt it was particularly important to have direct engagement with the public as part of the review. The Panel also planned to gather evidence through a site visit to hotspots in the borough in terms of collisions once they were identified.

4.9 The collision data was considered at the Panel's February 2026 meeting where the Director of Planning and Building Standards took the Councillors through the collision data involving cyclists, pedestrians, and other vulnerable road users between January 2022 and December 2024. This data showed that there had been an increase in collisions as a result of increased use of e-bikes. The Panel were also able to identify potential hotspots for a future site visit.

5. Key Issues Considered by the Scrutiny Panel

Detailed below are the are the key themes and topics that have been considered so far by the Scrutiny Panel.

5.1 Dockless Bikes

At the Panel's meeting in September 2025, the Head of Transport and Travel explained that like many other London authorities, dockless bike are now incorporated as part of the Walking and Cycling Action Plan as accessibility to bikes is one of the challenges for people taking up cycling as a mode of transport. The Panel acknowledged that dockless bikes provided much needed access to bikes for a large section of the community, however, they also expressed that the cycling infrastructure shouldn't be to the expense of other modes of transport including walking.

The dockless bikes in the borough were initially implemented as an eighteen-month trial to give the authority the opportunity to consider lessons learnt and safeguards to be put in place before a new contract was awarded in March 2026. It was proposed that the new contract will have additional restrictions on the chosen operator to reduce the negative impact on residents. The Panel also learnt about a clear timetable for the roll out of increased fixed dockless bike parking locations.

The new contract would include the following stipulations:

- The service provider must redeploy a non-compliantly parked bike within 3 hours of it being reported
- Dynamic Fleet Review
- Increased patrol in hotspot areas of Haringey via consistent monitoring of the user database
- Campaigns to be run in schools to target those who are using dockless bikes underage to show them the danger of using the bikes
- Stricter fines on non-compliant users
- Concessions for lower income groups

- Operators to pay any upfront cost to cover the council's cost and contribute to cycle training and a share of profits.

5.2 **Electronic Bikes**

At the September 2025 meeting, the Panel discussed the increased use of powered two-wheelers and the lawlessness of some of the riders. This has been reflected in the increased number of Member Enquiries received as a result of safety concerns. The Panel discussed the reason for the rise in the use of electronic bikes, a knock on effect of the rise of the delivery economy. It was explained that further education and a safety publicity campaign highlighting safety measure e.g. the need to wear high visibility clothing needed to be carried out for those in the gig economy to boost the safety of pedestrians and for the safety of the riders themselves. The Panel were also briefed that there are some challenges with some of the drivers as English is not always their first language.

The Travel Team have recognised these issues and were working to address them as part of the Council's Vision Zero commitment with initiatives like the "Pavements Are for Pedestrians" campaign, engaging delivery drivers in multiple languages, promoting road safety awareness and offering incentives such as cycle training and high-visibility gear.

Recommendation: That the Panel consider progress with the initiatives the council and the chosen provider will be employing that they were briefed on at their meeting in December 2025.

5.3 Enforcement

Developing enforcement systems with robust KPI's in terms of retrieving e-bikes and dealing with complaints was essential when awarding a contract going forward and officers had learnt this as result of the trial period. The Head of Transport and Travel explained to the Panel that the objective was to have a tighter contract and systems in place whereby if operators are performing well, the number of bikes will be increased and if they are under performing there will be a reduction.

Recommendation: That the Panel considers the outcomes of the decision Cabinet will make in March 2026 regarding a chosen provider for e-bikes. The Panel should explore whether a pan-London contract to have a universal licensing framework for dockless e-bikes to manage some of the issues around enforcement and deal with unregulated, inconsistent operators across different boroughs is developed. This is something that was in development that the Panel were informed about at their meeting in September 2025.

Recommendation: That the panel considers data around enforcement and whether there are any hotspots and area of high usage with significant non-compliance

5.4 Good Practice, Public Consultation & Engagement

The authority is part of the Micromobility Working Group looking at best practice across London. Officers would continue to work with the Micromobility Group and liaise with residents and public through the council's communication platform, Common Place. Once a contract has been awarded for the dockless bikes a Common Place evaluation exercise will be re-launched in order to monitor what is working well and consider where there may be challenges

The Kerbside Strategy is focussed on issues relating to safer, healthier and more livable streets with the objective of reallocating kerbside space and the Panel heard about the consultation undertaken in November 2025 on the Kerbside Strategy at their meeting in February 2026. Building on insights from the initial engagement that took place in early 2025, this consultation sought feedback from residents, businesses and stakeholders on the proposed measures and priorities outlined in the draft strategy.

A Common Place exercise on motorcycle safety was launched in February 2026 and will run until mid-March 2026. The Panel will consider the outcomes of this as part of their review, focussing on the responses to the safety questions that may be relevant to walking and cycling.

Recommendation: The Panel should consider the outcomes from all the recent and ongoing Common Place consultations. In particular, the responses following the implementation of the new contract. The Panel should also explore the work of the Micromobility Group drawing on any good practice that can inform the final recommendations.

5.5 Infrastructure

The Head of Transport and Travel briefed the Panel that over the next five years the authority was in good position for walking and cycling infrastructure because of external funding from TfL. The Panel also asked for the Travel Team to provide any draft proposals for upcoming cycle infrastructure projects, including their locations and how they will accommodate other road users.

Recommendation The Panel should consider planned changes to infrastructure and progress with the rollout of more dockless bikes parking bays they were briefed about. The panel should consider any other infrastructure plans and include liaison with officers at TfL as part of their evidence gathering.

5.6 Walking

At the September 2025 meeting, it was acknowledged that the visibility of walking routes was an important element of the Walking and Cycling Action Plan that the Panel felt needed developing. Incentivising healthy choices was the objective of the plan and in trying to achieve this, the local authority is working closely with Public Health.

Recommendation: Consider an update on the progress of the work being done to increase the visibility of walking routes.

5.7 **Scrutiny Panel engagement with the Public**

The Panel were keen to carry out engagement and consultation with the public directly online. They considered the consultation data already available and this feedback, from those actually residing in the borough could help inform potential recommendations for improving safety for both cyclists and pedestrians.

Recommendation: that the Panel should analyse and reflect on existing extensive perception data from previous consultations, including the following:

- Kerbside Strategy
- EV Strategy
- Transport Strategy

5.8 **Collisions**

At the Panel's scrutiny meeting in December 2025, the Head of Transport and Travel confirmed that there was a rise in collisions involving powered two-wheelers, largely driven by the growth of the delivery industry. It was noted that many of the riders were inexperienced, lacked formal cycle training and were under pressure to work quickly as they were self-employed couriers and all this increases risk.

6. Stakeholders and Resident evidence gathering session – 23 February 2026

6.1 The Panel received first hand opinions, views and evidence from key interest groups, voluntary and community organisations and residents at an evidence gathering session in February 2026. Some residents also sent in their views.

The following individuals/ groups provided evidence either in writing or in person:

- Haringey Residents
- Natasha Benn, Chair of the Joint Partnership Board (JPB)
- Amanda Jacobs, Member of Haringey's Joint Partnership Board (JPB) and of the now-defunct Transport Inclusion Group, Chair of City of London Access Group (CoLAG)
- Michael Poteliakhoff, Haringey Cycling Campaign (HCC)
- Ian Sygrave, Chair of the Ladder Community Safety Partnership (LCSP) and the Ward Police Panel
- Ferry Lane Action Group

Much of the information provided and discussions centred around the same issues and topics that had been highlighted at the Panels meetings they had held with officers in the council and the Executive. Detailed in the sections below are the key points that were raised and topics under consideration.

6.2 Accessibility and Inclusivity

Resident opinion sent in stressed that accessibility and inclusivity must underpin all cycling policy, the panel were briefed by the Joint Partnership Board (JPB) that there are around 13,350 disabled residents in the borough that are likely to cycle regularly. The JPB stressed that parking design, geo-fencing, and policy development must therefore be co-produced with disabled and older cyclists.

The JPB also included the following Lived Experience Testimony:
"… the cycle route at the end of Frome Road N22 which turns sharply into a tunnel to get to the north side of Westbury Avenue. If you enter this path from Mannock Road, you can't see round the corner to tell if another cyclist is coming through the tunnel under Westbury Avenue. Cycle couriers for Just Eat, Uber etc come round at great speed and I am terrified of colliding with them as people don't necessarily keep left on the bend and anyway the path is very narrow for two-way cycling. Mirrors are needed so that you can see people coming round the bend from each direction."

The JPB stressed that 'Accessibility must be measurable to be meaningful' so plans to measure any possible changes will need measuring and monitoring consistently.

6.3 Policy, Planning and Good Practice

The Haringey Cycling Campaign (HCC) felt that the objectives of the Walking and Cycling Action Plan were commendable and acknowledged that some progress has been made but they felt that the momentum had stalled despite the fact that more people are cycling in the borough.

The Chair of the Scrutiny Panel gave an example of the need for better planning having been told that a cycle lane was to be implemented in her ward as the funding from TfL had to be utilised. The Chair expressed that there was no communication or consultation about the cycle lane prior to its implementation so agreed that a more cohesive and planned approach was needed.

HCC also briefed the scrutiny panel that in the past TfL had consulted them on design but ultimately went ahead with their own plans. On enquiry from the Panel over what the HCC thought was the challenge for Haringey in terms of improving cycling infrastructure, they expressed that Haringey needed to start gradually with cycle lanes they have identified – initially putting in plastic wands and then upgrading once they have tested them out. The campaign group also expressed that the authorities that tend to do well in respect of developing infrastructure are those that push back to TfL.

HCC commended Camden, Islington, Hackney and Waltham Forest as they are delivering on their aspirations and recommended that the Panel liaises with them about how they approach discussions and negotiations with TfL and felt that they were successful as the often pushed back with them.

In terms of policy development, the Joint Partnership Board (JPB) provided a comprehensive detailed written response to the Panel covering a number of points and they briefed that they are in the process of developing a comprehensive transport strategy for submission to the council, local MP, the Mayor of London, and the Transport Select Committee to address the broader legislative changes required at the regional and national levels.

6.4 **Infrastructure**

HCC stressed that in order to try and avoid pavement cycling for the safety of disabled, older and vulnerable pedestrians, it can only be possible if the borough has safe continuous and accessible cycling infrastructure. This includes consistent cycle lanes, safer junction design, appropriate vehicle-parking layouts, well-maintained road surfaces and sufficient secure cycle parking. The issue of floating bus stop design and signage and the need to improve it was also highlighted as an area that the council should discuss further with TfL.

The HCC presented their views to the Scrutiny Panel at the evidence gathering session and their focus was very much on the problem areas around the borough and the need to improve infrastructure. The campaign group also shared details of integrated cycle culture and design in other areas of the country such as Kings Lynn and other countries like Japan.

The JPB put forward a number of structural reforms that they felt could be implemented in the borough as part of their submission, amongst which included:
- Mandatory Parking: digitally enforced bays, shared dockless rental vehicle caps, and protection of tactile paving and dropped kerbs.
- Acoustic & Sensory Safety: low-frequency hums (AVAS) and audible bell standards to protect the blind and hard of hearing.
- Hardware-enforced speed
- Inclusive Infrastructure: bays designed for adaptive cycles and recognition of cycles as mobility aids.

The JPB also advised the Scrutiny Panel on the following infrastructure measures including:
- Mandatory digital parking zones and micromobility vehicle capacity alignment
- High-precision location validation
- Acoustic and sensory safety standards
- Behavioural controls against pavement riding and speeding
- Rider induction
- Graduated rider accountability with an enforcement model that increases the repercussions based on number of offences.

- Positive reinforcement and safe cycling incentives such as App-based rewards
- Near-miss, collision and injury data transparency
- consideration should be given to recognising cycles used by disabled residents as mobility aids.

6.5 **Signage**

The Ferry Lane Action Group provided a written submission and expressed their view that the current infrastructure lacked clarity, including clear signage. The residents' association for the Ferry Lane estate at Tottenham Hale felt that it was unclear whether or not cycles are allowed to go through the bus station. The Action Group highlighted that this was an area that could benefit from signage as cyclists often turn into traffic. Clear signage would also help reduce collisions with pedestrians and buses.

The HCC briefed on the challenges with shared cycle lanes between cyclists and pedestrians, the signage for cyclists is often not clear and so cyclists don't know when they can use the pavements when the space is meant to be shared.

6.6 **Safety on Pavements**

The Panel received a written submission from a disabled family in the borough who have experienced a number of challenges because of cyclists cycling on pavements. The panel were briefed that they have a disabled son (requiring side-by -side support) who had experienced obstacles and near collisions because of cyclists using pavements, despite on occasion having a cycle lane right next to them. The Panel heard that this individual was hard of hearing and so is often not aware when cyclists are on the pavement, causing them to become a nervous and anxious pedestrian.

The Chair of the LSCP informed the Panel that older, more vulnerable road users don't feel comfortable on the pavement in the borough due to cyclists and the solution is essentially better enforcement.

6.7` **Rider Safety**

The Ferry Lane Action group also highlighted the issue of cyclists on pavements to the panel in their submission and informed the Panel that there was an increasing number of electric bike users, using the footpath and creating fear amongst pedestrians and in particular older residents. Another issue highlighted by the Ferry Lane Action Group was that a significant number of bikes are not sufficiently lit, including some of those contracted by large delivery organisations. The group stressed that these companies pose a threat to themselves, pedestrians and other road users. Ferry Lane Action Group told the Panel that they would welcome a campaign focussed on lighting and the importance of wearing high visibility attire for cyclists.

HCC briefed the Panel that a London-wide agreement on safety objectives will help with delivery drivers and different levels of enforcement and sentencing ranging from warnings to outright banning for those that flout the rules. In terms of those working in the gig economy, the enforcement could be linked to some form of registration with their employees. A London-wide agreement for operators to have built in safety objectives in relation to how they are helping to improve pedestrian safety standards is something that was felt could be a quick win. This is something currently in place in Brussels.

Recommendation: The Panel should follow up with Haringey officers to establish the progress regarding whether a London-wide agreement for operators to have built in safety objectives in relation to how they are helping to improve pedestrian safety is progressing.

6.8 Education and Training

The HCC informed the Panel that only 1/3 of children are able to cycle on the road and that 70% of children are also leaving school unable to cycle. Infrastructure reform alone is insufficient without sustainable cultural change and education the representative from HCC expressed. The Scrutiny Panel considered that they may want to look further into the issue of training as people including children who have no cycle training are also the ones that may utilise Lime bikes and so they are a danger onto to themselves an as well as others.

The JPB also proposed that a mandatory induction programme is developed for cyclists in order for them to understand the needs of pedestrians, carers and vulnerable residents, including those with mobility impairments, sensory sensitivities and cognitive conditions

The JPB also stressed the importance of participation and co-design advising for a regular workshop to enable vulnerable residents, carers and adaptive cycle users to inform parking infrastructure, routes and behavioural guidance as it develops.

The JPB requested a review of dockless bikes micromobility permit conditions to ensure that sustainability and accessibility advance together. The group expressed their issues with risks including obstructed tactile paving, "silent danger" vehicle approaches, unregulated speeds, and a lack of rider accountability and the solution to this being systems-led regulation with safeguards embedded in permits, infrastructure, and technology to prevent hazards before they occur.

6.9 Cyclists Traffic Offences

Ian Sygrave from LSCP provided his view from the prospective of a resident. The Panel were briefed on particular roads he was told were dangerous and that some traffic calming measures on certain roads are also dangerous for cyclists. The Scrutiny Panel were also informed about an experiment carried out by the LCSP on Green Lane to assess the validity of cyclists jumping lights. The experiment took place in the same position at the same time on Green Lanes and they found that with officers in uniform, in high profile position - every two wheeled vehicles stopped. The experiment was then carried out the next day, at the same time with plane clothed officers and 17 two wheeled vehicles jumped the light.

Anecdotal evidence was provided by Ferry Lane Action Group and colleagues in attendance that cyclists often run through red lights. One of the submissions felt that a strengthened relationship between the council, TfL and the police was necessary to tackle unlawful bike riding.

6.10 **Enforcement**

Consideration was given to how some local authorities had the ability to seize bikes that were obstructing the path of pedestrians. The Cabinet Member for Resident Services and Tackling Inequality explained that the challenge with this approach was that councils needed to have the resources to store the bikes that are seized and this was a significant expense. The Panel heard that the authority is ensuring that the chosen provider will be able to do this at their cost. The Cabinet Member for Climate Action and Environment expressed that the collection in some boroughs can be very seasonal, focussed on a set area but the issue the boroughs are recognising is there isn’t enough capacity to store the bikes.

The JPG highlighted that the existing complaint-led system places the burden and ownness on disabled residents to identify and report hazards after they arise and they proposed a systems-led, operator-funded regulatory framework that prevents obstruction and behavioural risk at source.

6.11 **Parking Dockless Bikes**

A disabled resident who submitted written evidence to the Panel, advised that dockless bikes and in particular Lime Bikes often pose a problem because of the way they are parked or dumped, causing obstruction of the pavement. Specific locations were also detailed in the submission.

The JPB highlighted that the dockless bikes disproportionately affect disabled residents, blind and partially sighted people, deaf and hard-of-hearing residents, neurodivergent people including autistic residents, individuals living with dementia or learning disabilities. The JPB also listed the effects on mobility-impaired pedestrians, residents over 50 experiencing age-related changes in balance, vision and hearing, carers supporting dependants, and disabled cyclists using adapted cycles. The JPB also provided the Panel will locations with recurring obstructions in conflict with high footfall.

Recommendation: That the Panel consider the key areas highlighted by residents for potential site visits and also cross reference these with the collision data provided at the February 2026 meeting.

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