MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON THURSDAY 17TH SEPTEMBER 2026, 7.00 - 9.50pm

PRESENT:

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

26. 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.

27. APOLOGIES FOR ABSENCE

None.

28. URGENT BUSINESS

None.

29. DECLARATIONS OF INTEREST

None.

30. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

31. MINUTES

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

RESOLVED – That the minutes of the meeting held on 21st July 2026 be approved as an accurate record.

32. QUESTIONS TO THE LEADER OF THE COUNCIL AND THE CHIEF EXECUTIVE

Cllr Lucia das Neves welcomed Cllr Mark Blake - Leader of the Council, and Andy Donald - Chief Executive of the Council to the meeting.

Cllr Blake thanked the Committee for their invitation to the meeting and introduced the session by making the following points about the priorities of the new administration:

- The use of Exceptional Financial Support (EFS) was a huge issue for the Council and he had concluded that this was unsustainable and punitive. A call had recently been held with the leaders and chief executives of 18 other local authorities, controlled by various political parties, which were also receiving EFS. They had similar views about the unsustainable and punitive nature of the current situation and a joint letter had been sent to the Secretary of State.
- The forthcoming Budget setting process would probably be the most demanding in the history of the Council as there was a risk of commissioners coming in to run the Council. The process would need to be a consultative one and the agreement of more than one party would be required due to the No Overall Control position.
- At the centre of the financial challenge was that 80% of the Council's budget was spent on statutory duties and so there was also a message for central government about how these markets were regulated.
- Performance improvement across the Council was also required on issues including housing voids, housing repairs, temporary accommodation costs and the handling of complaints.
- In relation to manifesto commitments to improve the lives of residents, the importance of the following points was highlighted:
    - The forthcoming work of the new Popular Assets Commission (PAC).
    - Addressing the challenges faced by residents in the Northumberland Park area.
    - The Renters' Forum which had been established the administration's commitment to engaging with impacted groups to inform Council policy.
- There was ongoing work to improve accountability and transparency in terms of financial and performance information.
- As Council Leader he was conducting a series of town hall meetings with residents throughout the Borough.

Andy Donald then highlighted some key points regarding the challenges with the annual budget and the requirement for EFS, reductions in government grants over many year and rising costs in areas such as housing and adult social care. It was noted that performance management would be structured around the new Corporate Delivery Plan (CDP) which was expected to be agreed by the Cabinet in November. Andy Donald also referred to opportunities to bring forward some major placemaking schemes including at High Road West and at Wood Green as well as continuing to expand investment in social housing.

Cllr Blake and Andy Donald then responded to questions from the Committee:

- Asked by Cllr Cawley-Harrison about his aspirations for the next 12 months, Cllr Blake said that improvement in financial performance and on housing was absolutely key. This included housing repairs and voids. He referred to a recent meeting with the Residents Association of Broadwater Farm which had been clear that the Council needed to make decisions about the long-term future of some housing because the repair issues were endemic. Cllr Blake added that improvements were also needed in the complaints process in terms of resolving issues and also in how residents were communicated with.
- Asked by Cawley Harrison about the expectations for the PAC, Cllr Blake said that a procurement process was being worked through and that the approach was for the Council to be an 'enabler' rather than a 'blocker' for positive change

in local communities. Andy Donald added that the first phase involved having a clear shared understanding of what was trying to be achieved with Council properties as community assets and then mobilising the organisation around that.

- Cllr Cawley-Harrison commented that a scheme similar to the PAC had been developed in Woking but was necessary because there were insufficient funds to manage the Council's assets. He requested further details on the financial approach in Haringey. Cllr Blake clarified that the objective was to enable greater community control and was not financially driven. He referred back to the example of Northumberland Park where he said there was a sense that previous investment had not impacted on the area as a whole and that assets such as the Northumberland Park Resource Centre had not been fully utilised. The PAC provided an opportunity to galvanise the local community in a proactive way and it would also be important to involve Councillors in that process.
- Cllr das Neves asked for further explanation about what the organisation Abundance was being paid to do in relation to the PAC. Cllr Blake said that he had not seen a detailed brief for Abundance but that this could be provided to the Committee. **(ACTION)** However, he explained that this involved developing a pathway to enable implementation of the theory and for civil society organisations to engage with the Council around thriving local community centres. Andy Donald added that this work would also involve reviewing and revising the Council's policy on community assets. Cllr Blake confirmed that Councillors would be engaged with the process and that this should involve a Members briefing at an early stage.
- Cllr Small requested further details about the wider scope of the PAC and whether the sale of Council assets would be frozen until the PAC was fully operational. He also queried whether financial decision-making would rest with the PAC or with the Cabinet. Cllr Blake responded that these points would be developed as part of the process with Abundance and reiterated the commitment to full engagement with Councillors. He underlined again the need to utilise community assets more fully, particularly in more deprived neighbourhoods. Andy Donald added that, until a revised policy was established, the current policy would stand and any changes to the disposal list would need to go through a formal governance process.
- Asked by Cllr Cawley-Harrison about transformation of services, Cllr Blake said that there would be some recommendations in a forthcoming report from CIPFA who had been conducting a review in Haringey. Andy Donald added that the government had recently announced some additional funding to support transformation work in adult social care, children's services and housing. This would include looking at how to prevent or delay demand for crisis services, supporting people to live independently and empowering the local community and voluntary sector. The Council would also need to do more to speed up back-office functions through the use of technology to free up staff to be more front-facing.
- Cllr Small referred to housing voids and noted the additional pressure on voids created by new builds which meant that the Council's 1% target was not reached. Andy Donald explained that the Housing team were working with the Cabinet Member for Housing on the options to reduce the number of voids including the level of resource allocated compared to other priorities such as

repairs. There had been good progress in recent months on Temporary Accommodation voids and the mobilisation of additional resources to deal with voids in the Council stock which were unacceptably high. Cllr Blake explained that there were sometimes issues around verifying the information in relation to specific voids.

- Cllr Small followed up the previous point made about housing that was in an unsustainable condition, such as at Broadwater Farm, and asked how families would be housed if they were required to move out. Cllr Blake responded that it was necessary to accept the situation and look carefully at the options available given the shortage of housing supply and the ongoing issues with repairs and to continue dialogue with residents. Cllr das Neves suggested that Councillors could be asked about voids in their wards and these details recorded. **(ACTION)**
- Cllr Gray highlighted the potential role of community assets including day centres, food banks and support networks in providing better access to Council services and health checks. She suggested that models used for this in Camden and Islington could be considered. Cllr Blake agreed with the benefits of co-locating health and community activities noting that this aligned to the current NHS locality agenda and was also relevant to the dearth of primary care services in Tottenham. He said that this issue was high on the Council's agenda. Andy Donald added that Haringey had secured the trailblazer status in the North and West London area for the health neighbourhood work which came with a commitment from health partners and some funding support. This work would be overseen by the Health & Wellbeing Board.
- Cllr Jenner requested further details on the Leader of the Council's approach to community engagement, particularly in relation to the Council's plans and budget setting.
    - Cllr Blake replied that more face-to-face communications was needed and that he needed to lead from the front on this. Two events had been held so far at Broadwater Farm and at Northumberland Park with other events to follow including in Crouch End. These events would be continued on a longer-term basis and provided an opportunity for Council officers to engage with local residents and connect with the challenges they faced in the community.
    - Cllr Blake also expressed the intention to engage more effectively with service user groups and cited the model employed by the Library Service with the Friends of the libraries as a positive example involving a strategic focus and quarterly meetings.
    - Cllr Blake added that he had requested a paper on pre-scrutiny work which would be considered by the Constitutional Working Group.
- Asked by Cllr Jenner about the policy direction of national government, including on devolution, Andy Donald expressed cautious optimism about the positive language from government which could lead to more power for regional mayors but added that it remained unclear how much devolution would be pushed through to local government. There was also a debate to be had about how Councils could have more influence in shaping devolution in London, with examples including the employment & skills agenda and the commissioning of services such as housing and social care over a wider area.
- Asked by Cllr Jenner about the need for cross-party support for the forthcoming budget setting process, Cllr Blake acknowledged that this would be a

challenging process but that it was crucial to work together to agree a budget. He highlighted the potential impact for residents of commissioners coming into the Council and the importance of addressing budget issues so that this did not happen.

- Asked Cllr das Neves about the Council's relationship with Tottenham Hotspur, Cllr Blake acknowledged that there had been disquiet locally in relation to the non-footballing events arising from a planning agreement in 2024. His view was that this had been a good deal for the Club but not for the local area and so he had asked officers to consider how this could be challenged. He had been told that there was little leverage in challenging the planning agreement and so he wanted officers to consider conducting a review of the local impact, for example of the impact of traffic, crime and anti-social behaviour arising from large events. Cllr Blake referred to his party's manifesto which expressed the view that the Club should voluntarily establish an endowment fund from the profits made from events. He'd had one meeting on this with a follow-up meeting due in October.
- Cllr das Neves requested further detail about the approach to the Council house building programme, Cllr Blake expressed the view that council housing was one of the best investments that the state could make. He explained that there were issues with slippage on the programme which were being worked through, but that the administration was supportive of the programme. He had recently visited one of the schemes near Seven Sisters Road and had been impressed by the quality of the new build housing.
- Cllr das Neves asked for a view on the trade-offs involved with big-picture decisions on resources and priorities. Cllr Blake said that the new Corporate Delivery Plan (CDP) would set out more detail on priorities. Andy Donald added that the Budget would be a financial manifestation of the CDP and that, while there were always tricky conversations to be had when there was not enough money, this should be guided by the CDP.
- Asked by Cllr das Neves about how to reduce overspends in the non-demand led service areas, Cllr Blake agreed that there was a need to improve the recent 60% success rate on savings plans. Andy Donald added that departments were largely performing well on this but that the area that particularly required improvement was the cross-cutting savings. Full Council had agreed to establish a cross-party group to hold the organisation to account on savings delivery, which Andy Donald chaired, and the aim of this was to ensure that there was sufficient challenge, support and accountability in this area.
- Asked by Cllr das Neves and Cllr Cawley-Harrison how financial governance and oversight was currently operating in the absence of a CDP, Andy Donald explained that the process went through Cabinet and the Corporate Leadership Team (CLT) on a monthly basis and reports on budget progress were discussed. The future governance model had not yet been established and so the existing governance model was being used.
- Cllr Cawley-Harrison requested further details on accountability in areas of long-term underperformance including savings delivery, customer experience and housing repairs. Andy Donald explained that there were clear targets and accountability mechanisms on the officer side with robust conversations about what hadn't worked and what further support was required when targets had not been achieved. On the political side, Cabinet members were held to

account through various means including scrutiny processes. Cllr Blake reiterated that he was committed to greater transparency on performance management and financial information that was made available to the public. This could include a performance and financial bulletin included with every Council Tax bill for example. He also spoke about taking accountability through his leadership role when things went wrong in individual cases and working with officers to address the problems. He noted that the aforementioned CIPFA report would include measures on accountability and that he would also welcome any suggestions from the Committee.

- Cllr Small commented that performance management information should also set out the context within which officers were working because of the immense pressures that they were often facing.
- On a point raised about Council Tax, Cllr Blake commented that, while he did not blame the overall financial position of the Council on previous administrations, he did feel that previous Council Tax freezes had a negative impact on the Council's finances and reserves.
- Cllr Small asked if a freeze to leasehold service charges would be a political priority and when this might be implemented. Cllr Blake confirmed that this was a manifesto commitment but could not give an absolute promise due to the very challenging budget process. Cllr Small commented that the manifesto committee was itself the promise. Cllr Blake expressed the hope that this would make it through the budget process.
- Asked by Cllr Small about his position on school 'academisation', Cllr Blake said that his administration opposed academisation but that this was being pushed by national government and would create real challenges in areas such as transfer of assets and was in the context of falling school rolls across London.

Cllr das Neves thanked the Leader of the Council and the Chief Executive for their attendance and looked forward to further details being presented in the near future on the new CDP.

33. FINANCE UPDATE - Q1 2026/27

Attendees for this item were:

- Cllr Johann Beckford, Cabinet Member for Finance & Corporate Services
- Taryn Eves, Corporate Director of Finance & Resources and S151 Officer
- Josephine Lyseight, Director of Finance and Deputy S151 Officer
- Ann Graham, Corporate Director of Children's Services
- Jess Crowe, Corporate Director of Culture, Strategy & Communities
- Laura Crouch, Head of Active Wellbeing

Cllr Johann Beckford introduced the report for this item and highlighted the following key points:

- The Council was now forecast to spend £374.8m in 2026/27 which was £21.7m above what had been budgeted for in March 2026.
- Much of this overspend resulted from base budget pressures but the report also highlighted savings required to meet the savings targets.

- On General Fund capital spending, the Quarter 1 forecast spend for the year was £234.4m against the budget of £344.49m.
- On Housing Revenue Account capital spending, the Quarter 1 forecast spend for the year was £310.7m against the budget of £376.9m.
- There was an additional overspend of £8.4m in the Dedicated Schools Grant (DSG) forecast which was largely caused by higher than expected SEND pressures.
- There was an overspend of £3.478m in the Housing Revenue Account (HRA), mainly due to temporary accommodation costs.
- There were therefore several areas where improvement was required before the end of the financial year to bring these back to the original budget position.

Taryn Eves then added the following points:

- As a Q1 report, this represented a very early forecast of the financial position at the year end and was based on a series of assumptions, many of which related to the large demand-led services. These were difficult to predict at this early stage and so the forecasts would be kept under review and were monitored by officers on a monthly basis.
- Of the overall £21.7m overspend, a total of £10.4m was across services and £6.3m at the corporate level. The £21.7m position was based on the figure before the application of the remaining corporate contingency which could be used to offset overspend.
- There would be a deeper review at the Q2 report of the treasury management side, including investment income and interest costs.
- There was a significant underspend on both capital budgets and the record of forecasting in this area was not good. A fundamental review of the existing capital programme was being carried out.
- The collection of council tax and business rates was above target (by 0.5% and 1.1% respectively), although the target had been reduced to 92.5% for the current year. It was possible that the target could be increased for the following year's budget.
- The level of write-offs was included in the last section of the report. All but one of these was below £50k. The total write-off for the quarter was £2.1m of which 46% related to parking.

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

- Cllr Jenner requested further explanation about the level of confidence to get the overspend back on track and what measures would be put in place. Taryn Eves responded that:
    - In previous years, it had not been uncommon to take a pessimistic view at the Q1 stage because of the potential demand on statutory services, but that the position often improved by year end.
    - In forecasting, the aim was to avoid these swings, but it was also important to be open about the risks and pressures.
    - All services were considering actions that they could take to bring themselves back into balance by year end. These would be efficiency savings and financial controls at this stage as any service reductions would need to go through a formal governance process.

- The EFS requirement for 2026/27 was just over £84m so, with the forecast overspend, this figure would reach at least £104m if nothing changed.
- The figures showed that the projections at the start of the year had not been quite right, particularly for demand-led services, but it was not realistically possible for these forecasts to be 100% accurate. Every local authority carried significant risk when setting a budget and the corporate contingency had been increased to £25m this year to mitigate this.

- Speaking about the situation relating to Children's Services, Ann Graham, Corporate Director of Children's Services, explained that:
  - Numbers for children in care had been steadily decreasing in recent years, with 428 children in care in 2018 compared to around 300 now.
  - However, services were experiencing an increase in complexity and therefore also unit costs and more expensive residential placements.
  - Age and disabilities were also factors relevant to cost.
  - Services were demand-led and needed to be provided even when the budget had reached its limit.
  - In her view, delivering high-quality services was cost-effective as otherwise there were likely to be issues such as a high turnover of social workers with delays and disruption to cases. Poorer outcomes also then led to increased demand for other services including adult social care services in the future.
  - She considered that the governance processes and reviews of cases were robust and strong but was happy for these to be scrutinised further as continual improvement was always needed.
  - She noted that private equity firms were behind some services providing placements and that unit costs had increased considerably when compared to the previous year in some cohorts. She noted that there were forthcoming government reforms designed to make change in this area and this issue could be explored in more detail at the Children & Young People's Scrutiny Panel. **(ACTION)**

- Asked by Cllr das Neves about the Department for Education's Safety Valve programme and approach to schools funding, Ann Graham said that:
  - She was pleased to hear about the additional funding for teachers that had recently been announced and hoped that this would mean that the National Education Union would no longer be going ahead with their strike ballot.
  - While Safety Valve had not been received positively nationally, it had worked well in Haringey with a successful transformation plan and considerable financial savings.
  - There had also been a more positive inspection outcome for SEND in 2025 when compared to 2021. Haringey was now a low-cost service which was a benchmark of high-performing services.
  - While the ending of the Safety Valve programme had changed the goalposts, there was now the introduction of local SEND reform plans. The Haringey plan was submitted in the summer with the funding outcome letter expected soon. If the plan was approved then this would

mean a potential payment of £9.339m against a current deficit of £12.702m, meaning a revised deficit of £3.363m.

- Cllr Jenner asked Cllr Beckford about his reflections on the 2026/27 budget, given that he had not been part of the original process for setting this. Cllr Beckford:
    - Expressed concern about the potential for the EFS requirement to exceed £100m but acknowledged the difficulties with making accurate projections, particularly in light of global events which impacted on factors such as inflation and interest rates.
    - Noted that savings delivery in recent years had been around 60-70% which represented a significant challenge, despite the considerable efforts of officers to achieve these. He wanted to ensure that confidence in savings delivery was as high as possible before being translated into specific plans.
    - Emphasised the importance of prevention measures that would deliver a positive impact future years. This medium-term outlook therefore needed to be central to everything that the Council did.
    - Supported the previous comments from the Corporate Director for Children's Services about the rising unit costs and potential national changes in this area, adding that the Council needed to be involved with those conversations.
- Cllr Gray queried whether savings could be made if residents could be given the option of paying their Council Tax in a lump sum at the beginning of the financial year. Taryn Eves said that she believed that this was already an option but would need to check this. She would also take away the suggestion that greater incentives to do so might save money. **(ACTION)**
- Cllr Gray requested further details on the large savings required on corporate budgets, including the dependence on digital transformation to deliver these.
    - Cllr Beckford commented that it was easier for departments to deliver savings when they had direct control over delivery, whereas cross-cutting savings lacked direct ownership in the same way which created additional challenges. He also acknowledged that a lot more work was required in the area of digital transformation.
    - Taryn Eves explained that the overspend in this area was due to the non-delivery of cross-cutting savings which was led by herself and Jess Crowe (Corporate Director of Culture, Strategy & Communities) but required accountability and ownership across the organisation.
    - Taryn Eves noted that two large areas were service modernisation and procurement/commissioning which had not been successful last year and so changes had been put in place. It was also recognised that additional resources and capacity may be required to implement cross-cutting savings effectively.
    - Jess Crowe explained that she was responsible for the enabling services review which looked at how back-office services could be provided in a cost-effective way. These services included Human Resources, Legal, Procurement, Project Management and Business Support. There were some complexities with this, but progress was being made and some efficiencies and vacant posts which could be reduced had been identified.

- Asked by Cllr Gray about the potential for savings through joint procurement with other boroughs:
    - Taryn Eves said that a lot of work was underway in relation to contracts and commissioning arrangements. There was a commissioning modernisation programme and a new commissioning panel that looked at contracts worth over £160k and examined aims, needs and evidence. It also aimed to ensure that services had considered all options including shared services and joint procurement.
    - Cllr Beckford added that it was right to exhaust every possibility and that he was in favour of trying to insource services where possible. He also felt that joint service provision could be useful, particularly when there were lead Boroughs in London with particular areas of expertise in working with providers. This required longer-term structural measures to make insourcing and joint service provision more achievable.
- Cllr Small asked for further explanation of the risk of commissioners coming into the Council and the likelihood of this happening given the Quarter 1 position. Taryn Eves explained that commissioners may come into a local authority for many different reasons. As the Council was in the third year of EFS, it was being monitored on whether it was doing everything it could to improve financial sustainability and had the right governance and processes in place. In addition, the CIPFA review was nearing completion. She emphasised the importance of the Council establishing appropriate measures itself rather than this being done later by commissioners and this was why more stringent internal financial controls had recently been implemented. The transformational funding was a good sign that there was confidence in Haringey being able to do things differently. However, the growing extent of the EFS requirement represented a potential trigger point.
- Asked by Cllr Small about the policy approach from Cabinet to deal with the fiscal situation, Cllr Beckford said that conversations included the situation with EFS, the broader picture, competing pressures and the central goal of keeping members in control of the Council to serve the needs of residents. The policy priorities of the administration would be set out in further detail in due course by the new CDP.
- Cllr Small suggested that the government required the Council to demonstrate financial discipline more than financial sustainability because discipline led to less waste whereas sustainability was not necessarily possible if resources were insufficient. Taryn Eves agreed that sustainability was not quite the right way to describe this as it implied that EFS would no longer be required. However, the Council's current aim was to improve the financial position and reduce reliance on EFS. It was important to be open and transparent about pressures which were also being experienced by other local authorities.
- Cllr Cawley-Harrison requested that an invest-to-save tracker be included in future reports so that the Committee could monitor projects. **(ACTION)**
- Cllr Cawley-Harrison suggested that savings in one area to offset unachieved savings in another area should be clear in reports and not referred to an 'mitigations' if they were independent from one another. **(ACTION)**
- Cllr Cawley-Harrison requested that the terms of reference and reports from the newly established Finance Recovery Board should be provided to the Committee. **(ACTION)**

- Cllr Cawley-Harrison queried whether the 5% staffing reduction objective for departments was still relevant as it was not targeted and suggested that restructuring should be reconsidered. Taryn Eves responded that the bulk of money spent by the Council was on staffing and contracts and so this was where savings needed to be made. How to achieve the 5% staffing savings target was left to Corporate Directors to decide and, in most services, it was possible to achieve just by holding vacancies. She felt that the target remained relevant as staffing reductions were essential to improving the financial situation and this approach enabled each service to have flexibility on how to achieve this. She added that in some areas, income generation could be increased by having more staff which further underlined why flexibility was needed.
- Cllr Cawley-Harrison asked about the knock-on impact on service delivery caused by the delays to digital modernisation and accountability for this. He suggested that specific areas should be prioritised for digital modernisation with additional resource brought in where necessary. Cllr das Neves added that there was a question about the visibility of organisational cost and impact of such changes. Taryn Eves said that:
    - She was responsible for leading the organisation in this area and achieving savings through more efficient ways of working.
    - The programme had been established 18-24 months previously with targets allocated to individual directorates. Further reductions had been identified in 2025/26 but these were held corporately. There would be a conversation as part of the budget setting process on where savings were held.
    - The current priority focus was on customer services, whereas earlier in the programme the focus had been on adult social services and housing.
    - The Council had an issue with ageing infrastructure with a lot of time and resource used on replacing essential infrastructure. This limited the capacity to carry out real digital transformation.
- Cllr Cawley-Harrison expressed concern about the bottleneck involved with digital transformation and competing services. He suggested that all services should be able to provide a business case with delivery within four years with minimal use of Council resources. He added that EFS was originally designed as an invest-to-save resource to enable transformation and deliver more savings. He also proposed that a Transformation Director should be brought in with the skills to deliver a transformation plan for every service and to bring certain services together.
- Cllr Cawley-Harrison highlighted a particular concern about under-delivery in certain areas which was increasing annual costs. He cited slower housing acquisitions as an example of this as greater resources to invest in this would result in larger savings.
- Cllr das Neves felt that the new CDP should include change and transformation as some areas had not been approached any differently than they had for a long time.
- Cllr Cawley-Harrison referred to wellbeing and climate pressure of £1.3m under Environment & Resident Experience and requested further explanation on part of this being due to the review and update of lease arrangements.
    - Taryn Eves explained that this had not progressed as quickly as hoped. Around 60 property-related interventions had been identified across the

leisure estate. There were challenges across commercial and operation property and the services were working together on this, although it had taken longer than hoped.
    - Taryn Eves added that capacity was focussed on areas of greatest impact and current activity was mainly on Tottenham Green Leisure Centre and Park Road. Issues included long-standing and complex lease arrangements which took a significant amount of time to deliver and this was one cause of the income shortfall.
    - Laura Crouch, Head of Active Wellbeing, explained that the leases were connected to the income received and so, when the leases were properly in place, the income streams were more stable. Her team was working closely with the property team to make sure there were solid leases to achieve maximum income.
    - It was suggested that the detail of this could be explored further by the Housing, Planning & Development Scrutiny Panel. **(ACTION)** Cllr das Neves added that some future conversations on this may need to involve the Overview & Scrutiny Committee due to the cross-cutting elements.
- Cllr Cawley-Harrison requested further details on delays and under-delivery against revenue targets on the corporate property strategy. He expressed concerns that some of these projects were not achieving the intended long-term impact. Due to shortage of time, it was agreed that this would be followed up at a later meeting or in writing. **(ACTION)**
- Cllr das Neves suggested that a further discussion was required on the mitigation of risk issues such as the housing inspectorate and the Care Quality Commission (CQC). She also suggested that there could be further discussion on the recovery of income and issues around resident experience.

34. WORK PROGRAMME UPDATE

The Committee noted the details of the draft work programme. Cllr das Neves highlighted the December meeting and that the annual report on feedback and resolutions could be included as an agenda item.

The Committee was reminded about the 'Scrutiny Café' consultation event scheduled to take place on 24th September.

35. DATES OF FUTURE MEETINGS

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

CHAIR: Councillor Lucia das Neves

Signed by Chair ……..

Date ……