

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

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

Management Area	Revised 2025/26 Budget	Total Full Year Forecast	Base Budget (over/under- spend)	Non Delivery of Savings	Q3 Total Variance	Q2 Total Variance	Movement Q2 to Q3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Culture, Strategy and Communities	12,942	13,410	233	236	469	419	50
Electoral Services	857	917	60	0	60	39	21
Local Democracy	3,017	3,014	(3)	0	(3)	(22)	19
Legal Services	844	801	(43)	0	(43)	(139)	96
Assistant Directorate of Corporate Governance	533	639	106	0	106	112	(6)
Human Resources	536	270	(266)	0	(266)	(61)	(205)
AD for Transformation & Resources	527	527	(236)	236	(0)	4	(4)
Libraries	3,209	3,612	403	0	403	349	54
Strategy, Communication & Collaboration	(55)	284	338	0	338	146	192
Culture, Museum & Archives	1,003	948	(55)	0	(55)	(18)	(37)
Placemaking and Communities	2,470	2,399	(71)	0	(71)	8	(79)

1.2. Culture, Strategy and Communities are forecasting a pressure of £469,000 in period Q3. This reflects an adverse movement of £50,000 since Q2, as well as the continuing impact of the delayed implementation of the library restructure, which took place at the start of Q3.

The two key movements within the quarter are:

- (i) Human Resources - showing an improvement of £205,000 due to a combination of factors including a pause on advertising spend, reduced spend on other non-staff items, new income from the Pension Fund for work undertaken on the Fund's behalf, holding vacancies over and above that allowed for in the 5% savings target and lower than expected severance costs; and
- (ii) Strategy, Communications & Collaboration – showing an adverse movement of £192,000 predominately due to an additional pressure from Communications staffing costs that can no longer be capitalised to various Placemaking schemes. Plans are underway to address this pressure but will not show results until the new financial year.

2025/26 Savings

1.3. Against a full year savings target of £1.8m, the directorate are forecasting 87% delivery of their savings; the only saving undelivered is the Service Modernisation target. The table below sets out the full details of the savings and delivery forecast.

1.4.

Saving proposal	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
Reduce publication of Haringey People from 4/5 issues per year to 2 or 3.	-20	-20	0	Green	Will only produce 3 issues this year. This will deliver the savings.
NGDP Graduates	-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.	-20	-20	0	Green	Notice on membership has been given and so no invoice will be generated by New Local.

Saving proposal	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
Residents Survey - Remove the annual budget provision	-25	-25	0	Green	Completed
LG - reduction in elections franking cost	-6	-6	0	Amber	Due to legislative changes, we must contact 28,000 voters to renew their application by the end of January. Although funding only covers one letter, with local government elections on 26 May, it's been agreed that additional mailings are necessary to help maintain voter turnout and ensure voters retain their postal vote. These additional mailings could offset printing and postage savings made elsewhere within the service
Registrars - Statutory fees income achievement	-90	-90	0	Green	Fees increase has been applied but bookings are down which may put this at risk; currently mitigated through other bookings being higher e.g. citizenship ceremonies.
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.	-25	-25	0	Green	Review carried out and revised budgets in place for this year's cultural programming.
Digital Transformation Savings	-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 and will also not make savings on this scale.
Dir share of 5% CSC staff savings	-8	-8	0	Green	Achieved
Legal & Governance share of 5% CSC staff savings	-427	-427	0	Green	Achieved through mix of not filling vacant posts, annual leave and reduction in agency use.

Saving proposal	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
Human Resources 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
Strategy and Communications share of 5% CSC staff savings	-209	-209	0	Green	All changes are being implemented. Where a restructure was required this has been completed.
Culture & Communities 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	Green	There is a £200k saving in 25/26 in Placemaking and Community Development, achieved when the P&H budgets were split between the new Directorates.
Digital Transformation Savings - Digital Savings - Directorate Allocation (P&H)	-90	-90	0	Green	These were achieved when the P&H budgets were split between the new Directorates for P&H services, albeit not through Digital Transformation.
TOTAL	-1,791	-1,555	-236	Amber	

Capital Forecasts

SCHEME REF	SCHEME NAME	2025/26 Full year Revised Budget @ Qtr. 2 (£'000)	2025/26 QTR. 3 Budget Adjustment (£'000)	2025/26 Full year Revised Budget @ Qtr. 3 (£'000)	2025/26 Qtr. 3 Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Variance Btw. Qtr. 3 & Qtr. 2 Forecast (£'000)	Scheme Progress Comments
402	Tottenham Hale Streets	1,165	0	1,165	1,092	(73)	Green	Amber	Green	27	Projects are progressing, however delay to Paddock and Tottenham Hale Wayfinding resulting from Grant Agreement and Contracting/ Procurement delays with majority of capital works slipping to next FY.
404	Good Economy Recovery plan	0	0	0	21	21	Green	Amber	Green	4	The last of the GLA Green capital grant payments, depending on applications. Will be paid by the GLA

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406	Opportunity Investment Fund	1,358	0	1,358	186	(1,172)	Green	Amber	Green	(1,172)	Opportunity Investment Fund (OIF) makes business loans funded via grant and business loan repayments. OIF funds are ringfenced. The loans fund is currently paused for a grant loan process and governance review. The budget for OIF is not fixed as businesses make repayments.
408	Down Lane Park	1,481	(1,181)	300	562	262	Amber	Amber	Green	(181)	Scheme programme is delayed due to decision on interim community provision and subsequent delay in engagement and planning application submission.

SCHEME REF	SCHEME NAME	2025/26 Full year Revised Budget @ Qtr. 2 (£'000)	2025/26 QTR. 3 Budget Adjustment (£'000)	2025/26 Full year Revised Budget @ Qtr. 3 (£'000)	2025/26 Qtr. 3 Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Variance Btw. Qtr. 3 & Qtr. 2 Forecast (£'000)	Scheme Progress Comments
421	HRW Acquisition	4,608	1,292	5,900	2,590	(3,310)	Green	Amber	Amber	(2,017)	The Council has contractual arrangements with Lendlease pursuant to the Compulsory Purchase Order Indemnity Agreement to acquire land interests. These costs will be reimbursed by Lendlease as per the agreement.
430	Wards Corner Development	238	0	238	10	(228)	N/A	N/A	N/A	10	No further spend anticipated.
431	Gourley Triangle Development	253	0	253	0	(253)	N/A	N/A	N/A	0	The underspend needs to move to Scheme 488 to support committed delivery of FHSF programme
447	Alexandra Palace - Maintenance	470	0	470	470	0	Green	Green	Green	0	Project on track.

SCHEME REF	SCHEME NAME	2025/26 Full year Revised Budget @ Qtr. 2 (£'000)	2025/26 QTR. 3 Budget Adjustment (£'000)	2025/26 Full year Revised Budget @ Qtr. 3 (£'000)	2025/26 Qtr. 3 Forecast Outturn (£'000)	Budget Variance (Underspend) / Overspend (£'000)	RAG Status on: Budget	RAG Status on: Time	RAG Status on: Scope	Variance Btw. Qtr. 3 & Qtr. 2 Forecast (£'000)	Scheme Progress Comments
448	Pride in Place	0	1,460	1,460	0	(1,460)	N/A	N/A	N/A	0	MHCLG Pride in Place funding. Projects agreed by Cabinet on 10 February
458	SIP - Northumberland PK BB & WorkSpace/Biz Support	921	0	921	921	0	Green	Green	Green	0	The main spend will be the final phase of the broadband and the remainder of the Strategic Investment Pot 2 business support scheme. The grant for the workspace strand has been spent. There will be final business support spend in March 26. All SIP spend will be completed by 31 March 2026- and no slippages into 26/27.
464	Bruce Castle	228	0	228	228	0	Green	Green	Green	(56)	Scheme in defects stage.

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474	Tottenham High Road Strategy	1,603	0	1,603	1,498	(105)	Green	Green	Green	(48)	Delivery and grant payments complete. The underspend of £105K is required to support the delivery of FHSF programme in scheme 488.
480	Wood Green Regen (2)	4,144	0	4,144	2,496	(1,648)	Amber	Amber	Green	(1,470)	Underspend due to changes to WG Central programme and delays to Turnpike Lane public realm delivery. Delays to these programmes now resolving.
483	Productive Valley Fund	816	0	816	34	(782)	Amber	Green	Green	(782)	Productive Valley Fund (PVF) are business loans funded via grant and business loan repayments. PVF funds are ringfenced.

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488	Liveable Seven Sisters (LSS)	216	0	216	135	(81)	Green	Green	Green	(81)	Project Centre Ltd have now been appointed as the design team (lead consultant) for Your Seven Sisters. The slippage of £81K is required for design and delivery in FY 26/27.
493	Bruce Grove Yards (BGY)	1,624	0	1,624	1,620	(4)	Green	Green	Amber	(168)	The delivery of improvements to Stoneleigh Link Road completes in February 2026. Delivery of public realm improvements to Stoneleigh Road (South) slipped to 2026/27.
330	Civic Centre Works	27,628	0	27,628	23,481	(4,147)	Amber	Amber	Green	(4,146)	Works on site are in delay by 7-8 weeks which has curtailed the forecasted expenditure. Mitigation plans in place for works to increase in Q4 and into 26/27

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630	Libraries IT and Buildings upgrade	719	0	719	157	(562)	Green	Green	Green	(303)	Projecting a provision of 120K is maintained for this Qtr., with a capital slippage request of 562K for 2026/27 for the ongoing activities to upgrade Libraries ICT.
631	Ally Pally - Counter Terrorism	182	0	182	182	(0)	Green	Green	Green	(0)	Project on track
632	Ally Pally - Risk to Life and Injury	286	0	286	286	(0)	Green	Green	Green	0	Project on track
633	Ally Pally - Risk to Compliance	1,194	0	1,194	1,195	0	Green	Green	Green	1	Project on track
634	Ally Pally - Invest to Earn	1,628	(1,628)	0	0	0	N/A	N/A	N/A	0	Project deleted

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4005	SME Workspace Intensification	1,633	0	1,633	69	(1,564)	Green	Green	Green	(1,563)	£1.5m used for the Opportunity Haringey Workspace project. Nearing the completion of the grant agreement, expecting to complete in February.

4010	Selby Urban Village Project	1,491	(125)	1,366	1,208	(157)	Red	Red	Green	(233)	<p>Tender returns for the overall project (phase 1 and 2) have been returned and evaluated. The preferred tender return is within the overall scheme budget envelope and contract sum budget envelope Phase One is currently showing a £4.7m shortfall based on its funding strategy - RAG rating for Budget has changed to Red. This requires additional value engineering, discussions with funders and discussion around HRA enabling fees. This approach has been reviewed by the S151 Officer and Corporate Directors. The funding deadline from the GLA is for a contract to be signed by 31 March 2026 - Time is RAG rated red. Any underspend this year is part of Levelling Up Funding and will be required in financial year 26/27.</p>
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	Culture, Strategy & Communities	53,886	(183)	53,704	38,443	(15,261)				(12,180)	

REVISED 2025/26 - 29/30 (GF) CAPITAL MTFS AS AT QUARTER 3

SCHEME REF	SCHEME NAME	2025/26 Revised Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2025/26 (Revised Budget) - 29/30 (£'000) Total
402	Tottenham Hale Streets	1,165	4,261	859	0	0	6,285
404	Good Economy Recovery plan	0	0	0	0	0	0
406	Opportunity Investment Fund	1,358	0	0	0	0	1,358
408	Down Lane Park	300	2,400	0	0	0	2,700
421	HRW Acquisition	5,900	44,288	66,368	26,368	18,112	161,036
430	Wards Corner Development	238	0	0	0	0	238

SCHEME REF	SCHEME NAME	2025/26 Revised Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2025/26 (Revised Budget) - 29/30 (£'000) Total
431	Gourley Triangle Development	253	0	0	0	0	253
447	Alexandra Palace - Maintenance	470	470	470	0	0	1,410
448	Pride in Place	1,460	0	0	0	0	1,460
458	SIP - Northumberland PK BB & WorkSpace/Biz Support	921	0	0	0	0	921
459	Wood Green Regen Sites	0	0	0	0	0	0
464	Bruce Castle	228	0	0	0	0	228
474	Tottenham High Road Strategy	1,603	0	0	0	0	1,603
478	Wood Green Good Growth Fund	0	0	0	0	0	0
480	Wood Green Regen (2)	4,144	6,429	1,028	0	0	11,601
483	Productive Valley Fund	816	0	0	0	0	816
488	Liveable Seven Sisters (LSS)	216	2,000	1,323	0	0	3,539
493	Bruce Grove Yards (BGY)	1,624	4,851	0	0	0	6,475
330	Civic Centre Works	27,628	30,697	1,546	0	0	59,871
630	Libraries IT and Buildings upgrade	719	150	0	0	0	869
631	Ally Pally - Counter Terrorism	182	363	0	0	0	545
632	Ally Pally - Risk to Life and Injury	286	293	0	0	0	579

SCHEME REF	SCHEME NAME	2025/26 Revised Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2025/26 (Revised Budget) - 29/30 (£'000) Total
633	Ally Pally - Risk to Compliance	1,194	1,006	0	0	0	2,201
634	Ally Pally - Invest to Earn	0	0	0	0	0	0
4005	SME Workspace Intensification	1,633	0	0	0	0	1,633
4010	Selby Urban Village Project	1,366	11,839	14,294	619	0	28,118
Culture, Strategy & Communities		53,704	109,047	85,888	26,987	18,112	293,738