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

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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**