

## NOTICE OF MEETING

# CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL

**Tuesday, 19th November, 2024, 7.00 pm - George Meehan House,  
294 High Rd, London N22 8JZ (watch the live meeting [here](#), watch  
the recording [here](#))**

**Members:** Councillors Makbule Gunes (Chair), Anna Abela, Gina Adamou,  
Marsha Isilar-Gosling, Mark Grosskopf, Anna Lawton and George Dunstall.

**Co-optees/Non-Voting Members:** Amanda Bernard (Haringey SEND Parent Carer  
Forum)

**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. ITEMS OF 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 as noted 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**

To approve the minutes of the previous meeting.

#### **7. HARINGEY SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT: APRIL 2023 - MARCH 2024 (PAGES 1 - 80)**

To consider the Haringey Safeguarding Children Partnership Annual Report 2023-2024.

#### **8. SCRUTINY OF THE 2025/26 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2025/2030 (PAGES 81 - 142)**

To consider and make recommendations to Cabinet on the draft budget 2025/26 and the Medium Term Financial Strategy 2025/30.

#### **9. WORK PROGRAMME UPDATE (PAGES 143 - 158)**

To agree the Panel's work programme for 2024-26.

#### **10. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 3 above.

## **11. DATES OF FUTURE MEETINGS**

- 13 January 2025
- 13 February 2025

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

Monday, 11 November 2024

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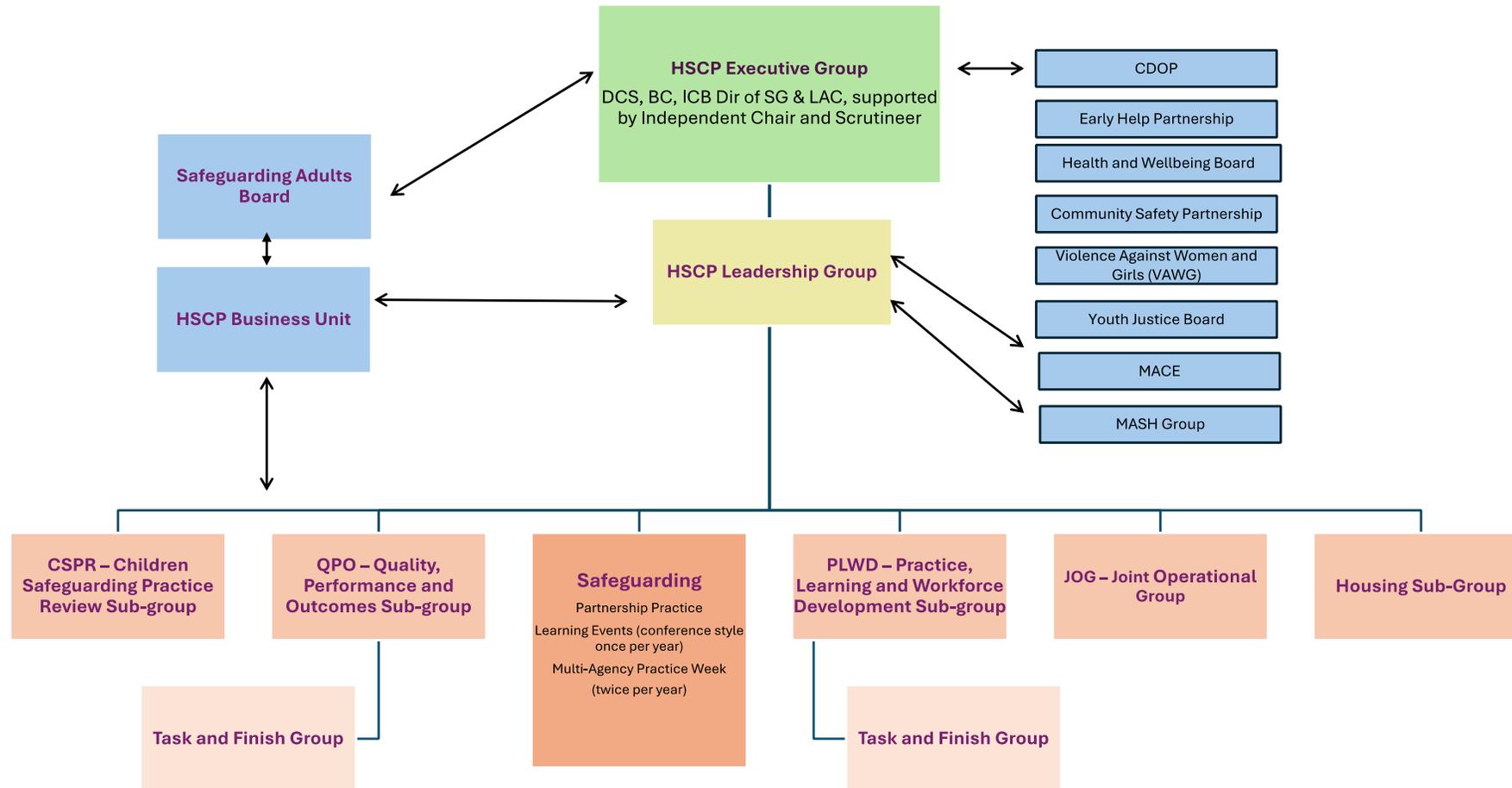
**Haringey Safeguarding Children  
Partnership Annual Report  
April 2023 - March 2024  
Safeguarding is Everyone's Business**



# Background

- The Haringey Safeguarding Children Partnership (HSCP) is a group of people from different agencies who work together proactively to promote the welfare of children under the Children and Social Work Act 2017.
- The HSCP Annual Report 2023-2024 covers the period from 1st April 2023 to the 31st of March 2024, in line with the requirements of Working Together to Safeguard Children Statutory Guidance 2023.
- The HSCP is led by the three statutory safeguarding partners of the Local Authority, NCL Integrated Care Board (ICB) and Metropolitan Police Service (MPS)
- The three safeguarding partners have a shared and equal duty to ensure arrangements effectively safeguard and promote the welfare of children.
- Safeguarding partners must jointly report on the activity they have undertaken in a 12-month period with the focus of the report being progress with the multi-agency priorities, learning, impact, evidence, and improvement as well as the multi-agency safeguarding arrangements.
- The HSCP must submit a copy of the annual report to the National Child Safeguarding Practice Review Panel.
- This year the HSCP commissioned a one-page visual summary and child-friendly version to sit alongside the detailed report, in response to feedback improving accessibility.

# HSCP structure



# What we have done as a result of the arrangements

## **This year we:**

- Used evidence to demonstrate the value and rationale behind our three priorities
- Continued to provide information on the impact of our activities and interventions on the well-being and safety of children and families

## **Continued to deliver on our three key priorities:**

- Children living with mental health issues
- Prevention and early intervention
- Older children in need of help and protection, including contextual safeguarding and exploitation

## **We also considered:**

- Transitional safeguarding with the Safeguarding Adults Board
- Neglect with the Early Help and Health & Wellbeing Boards
- Systems for managing the risk to children who go missing, including developing the Missing Prevention App.

# Our Three Priorities & Key Achievements

<b>Children living with mental health issues</b>	<p>MASA Conference 2023: Addressing Children’s Mental Health Needs (112 delegates attended)</p> <p>Expanded Children’s Mental Health Provision</p> <p>Agreed NCL Discharge Policy and Hospital Social Work Post</p> <p>Strategic School-Based Projects: Supported Trailblazer project, Social Workers in Schools (SWIS project) &amp; trauma informed approaches</p> <p>Key highlights of learning: Adolescents with complex mental health issues &amp; effectiveness of trauma informed approaches</p>
<b>Prevention and early intervention</b>	<p>Launched Neglect Strategy and PANTS Campaign</p> <p>Further embedded “Think Family Approach” across the Partnership</p> <p>Strengthened representation from Education</p> <p>HSCP Multi- agency audit on Housing Poverty &amp; audited the Guidance on Bruises/Injury in Non-Mobile Infants to ensure its working</p> <p>Key highlights of learning: Complexity and interconnected factors, whole family approach, importance of integrated multi- agency collaboration</p>
<b>Older children in need of help and protection, including contextual safeguarding and exploitation</b>	<p>Groundbreaking Stop and Search Projects- put a Safeguarding perspective on the police practice of Stop &amp; Search and the impact in terms of disproportionality and racial disparity</p> <p>Haringey Safeguarding Adults Board and HSCP joint bi-annual meetings and collaborative initiatives: Launched Transitional Safeguarding Protocol</p> <p>HSCP Multi-agency audit on Children impacted by mental health, contextual safeguarding and serious violence</p> <p>Launched the Missing App to help find missing children.</p> <p>Expanded service provision to support at-risk youth</p> <p>Key highlights of learning: Cultural identity, parental mental health, understanding children’s experiences</p>

# HSCP core activities

- Partnership held to account by the Independent Scrutineer
- Section 11 audit assessing the effectiveness of safeguarding efforts by key organisations in Haringey and scrutinising the audit findings
- Robust monitoring through our five sub-groups including the new Child Safeguarding Practice Review (CSPR) Sub-group and the Housing Sub-group
- Multi-agency performance framework
- Feedback from children, families and our workforce influenced service provision
- Commissioning and embedding learning from Learning from Child Safeguarding Practice Reviews and Serious Incidents
- Local Authority Designated Officer (LADO) assurance
- Practice Week held twice a year 2023/24 themes: Domestic Abuse and Physical Abuse Injury in children
- Annual Multi-Agency Safeguarding Arrangements (MASA) Conference. 2023/24 theme: Addressing Children's Mental Health Needs
- Free Safeguarding Training (trained 781 multi-agency delegates), 33 courses delivered across many theme and 265 people trained in the Voluntary and Community Sector

# HSCP core activities - Training

- The HSCP delivered Free Safeguarding Training (trained 781 multi-agency delegates), 33 courses delivered across many themes and 265 people were trained in the Voluntary and Community Sector. Training courses included:
  - Learning from Safeguarding Practice Reviews (SPRs)
  - Cultural Boundaries Training
  - Hate Crime Awareness Training
  - Improving Housing Standards in the Private Rented Sector
  - LADO Training and Workshop
  - Liquid Logic Portal Training Æ Prevent training
  - Safeguarding Level 3
  - Social Care Thresholds
- When is it Safeguarding?
- Youth at Risk: exploring the rise of incel ideology and extreme misogyny

## **Feedback from staff**

- High standards of facilitation, with attendees reporting positive impacts on their practice
- Sessions provided a safe forum for discussion and learning, with interactive elements and well-chosen scenarios
- Attendees appreciated the smaller group settings and the range of participants

# How effective these arrangements have been in practice

The MASA arrangements have resulted in improvements for children, families, staff, and the local community. A selection include:

- **Improved Outcomes for Children confirmed by the Ofsted Inspection 2023:** *“Leaders have supported front line staff to improve practice significantly... Multi-agency partnership work is effective in identifying children at risk of abuse or neglect and providing the right support at the right time... Services for children who need help and protection in Haringey are strong. Thresholds for intervention are understood across the partnership”* (Ofsted 2023)
- **Commitment to Safeguarding:** A strong commitment to safeguarding and a child-centred approach within a whole family focus is evident
- **Campaign and Initiative Support:** Some examples include promoting the Neglect and PANTS Campaign and the Think Family approach
- **Recognition and Branding:** The MASA brand is now widely recognised across the Partnership, indicating strong visibility and awareness
- **Positive Multi-Agency Engagement in Sub-Groups and Leadership & Executive Groups** evidencing shared ownership and responsibility
- **Shared Ownership of Learning:** There is a strong commitment across partners to learn from Reviews and implementing lessons learned
- **Influence:** The arrangements have influenced national issues of importance, showcasing the Partnership’s impact beyond the local community
- **Training Facilitation:** Partners offer in-kind support and lead training sessions. The Bridge Renewal Trust, our VCS partner, has also delivered training to the voluntary and faith communities, enhancing overall safeguarding capacity and awareness in Haringey.

# Cross-cutting themes from scrutiny: reviews, scrutineer activity and audits

- **Complexity:** Domestic abuse, child and parental mental health issues, substance misuse, and contextual safeguarding often intersect. Addressing these interconnected factors requires integrated and comprehensive approaches
- **Importance of Multi-Agency Collaboration:** Effective safeguarding depends on collaboration beyond core statutory partners, including housing, the voluntary sector, and other relevant agencies. Successful outcomes demonstrate the value of working across and beyond local boundaries
- **Adolescents with Complex Mental Health Needs:** There is a notable prevalence of mental health issues among teenagers
- **Understanding Children's Lives:** Emphasising the need to fully understand children's lived experiences and those of their families
- **Leadership and Commitment:** Strong leadership and governance are evident, with established processes and high standards in safeguarding training. Effective leadership supports critical thinking and constructive professional challenge
- **Effective Information Sharing:** The success of information-sharing arrangements like the MASH highlights the importance of effective
- **Holistic View of Children:** Agencies are increasingly able to understand and address the broader context of children's lives, including complex factors like domestic abuse and mental health issues, beyond immediate concerns
- **Cultural Considerations:** There is an increasing understanding of the need to consider racial, ethnic, and cultural identities and how they impact
- **Whole Family Approach:** The understanding and application of a whole family approach to risk assessment has improved. Expanding the involvement of absent parents and extended family members will further enhance support
- **Parental Mental Health:** Increased attention to the impact of parental mental health on parenting capacity will further strengthen support

# Feedback from children and families

- All staff and partner agencies are responsible for listening to and responding to the voices of children, young people, and families. Staff are encouraged to attend the “Language that Cares” and “Voice of the Child” training.
- The section 11 audit show significant progress in integrating young people’s voices into practice, with innovations like a child-friendly complaints process positively influencing services

## **Children and Young People’s Contributions – What They Said**

- Thanks for helping me with my family and helping with trust.”
- “I now think about what will happen in the future, caring about my education and thinking about my family.”
- “I cannot wait until the next session”
- “I wanted easier access to leisure activities in the borough” (Response: All children in care and young care leavers in Haringey now have free swimming lessons and gym memberships)
- “Staff teach us to be kind” (The Anchor Approach and gender empowerment programme in Haringey schools)

# Funding

- Working Together 2023 mandates that funding from safeguarding partners should be equitable and agreed upon by the Partnership.
- The annual report must include a breakdown of costs for delivering the arrangements, detailing individual partners' financial contributions, any changes to funding, and an assessment of the impact and value for money.
- Partner agencies continued to contribute to the HSCP budget, both financially and through 'in-kind' support.
- The LA contributed **£184,177 (69%)**
- All other agencies combined contributed **£34,106 (13%)**
- Government grants were **£47,300 (18%)**
- The total HSCP cost was **£265,543 for 2023/24**
- 'In-kind' contribution included secondment of a police staff for 2.5 days a week and partners facilitate HSCP training, Chair Sub-groups and engage in wider partnership work
- Working toward equalising the budget as part of the longer-term plan

# Impact and learning from independent scrutiny

## Learning and Some Recommendations for the HSCP

1. Continue embedding the Neglect Guidance, Toolkit, Checklist, and promote the Neglect Strategy across the partnership
2. Improve links between agencies working with children, young people, and GPs, especially when cases are closed, ensuring GPs have up-to-date information
3. Promote HSCP training across various agencies
4. Implement local changes to practice and processes following the publication of Working Together 2023
5. Explore the possibility of replicating National Probation Service (NPS) work with neighbouring boroughs to improve information sharing with MASH
6. Develop closer links with the voluntary sector and faith groups across the borough
7. Ensure active Housing representation and engagement in HSCP subgroups and safeguarding workgroups

## Going forward

Plans are in place to expand the scrutineer function in line with WT 2023.

# HSCP Business Plan for 2024 – 2027

## **HSCP Three Priorities:**

- Children impacted by mental ill health
- Children affected by neglect
- Children affected by domestic abuse

## **Within each of the above priority areas there are golden threads:**

- The voice of the child
- Harmful behaviours
- The impact on housing and education.
- The impact of the Think Family approach and
- Joint working of the HSCP and Haringey Safeguarding Adults Board (HSAB).

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# Haringey Safeguarding Children Partnership Annual Report 2023-2024



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# Foreword

Welcome to the Annual Report for the Haringey Safeguarding Children Partnership (HSCP) for April 2023 to March 2024. This report highlights our efforts to safeguard Haringey's children and young people. The HSCP serves as the collaborative framework for statutory partners and agencies to protect children. We coordinate services, address needs, conduct Local Safeguarding Practice Reviews, implement learnings, and scrutinise safeguarding processes to ensure effectiveness.

As safeguarding partners, we are committed to working together effectively, embracing challenges, celebrating successes, and fostering continuous learning across the system to drive improvement.

Safeguarding children is a shared responsibility, with their welfare as the top priority. Every child deserves a safe, stable, and loving environment. By collaborating across organisations and agencies, we ensure that everyone recognises their role and fulfils their responsibilities to safeguard and support children effectively.

Over the past year, the HSCP has remained responsive, providing necessary support and coordinating new multi-agency initiatives—an achievement given the economic challenges and growing needs. We have also begun preparing to implement the new Working Together Guidance 2023, which will replace the 2018 guidance.

In this challenging environment, we focused on early intervention and prevention, implementing a "Think Family" approach and establishing early support mechanisms. We prioritised support for older children needing help and protection,

addressing issues like contextual safeguarding, exploitation, and mental health. Our investment in our annual programme and scrutiny processes has strengthened partnerships and momentum. This report also includes insights from our Chair, Partners, and the children and families we serve.

In October 2023, we held an Executive Away Day, reinforcing our commitment to partnership working and assessing our current Multi-Agency Safeguarding Arrangements (MASA) to set future priorities. Achieving these goals is only possible with the dedication of our local partners, whose collaboration enables us to reach more children and families, making the HSCP a valuable asset for Haringey.

Looking ahead, the HSCP will continue focusing on implementing the new Working Together Guidance 2023 and supporting the new Children's Social Care National Framework. We are deeply grateful to our Independent Chair and Scrutineer, David Archibald, for his challenge, accountability, and expertise.

## **The Haringey Safeguarding Children Partnership Executive**



# Welcome

I am delighted to introduce the Annual Report for 2023-24 of Haringey Safeguarding Children Partnership. The three Statutory Safeguarding Partners (Integrated Care Board, Metropolitan Police Service and Haringey Children's Services) have continued to work extremely closely together to further develop and improve multi-agency safeguarding in Haringey.

One important aspect of the new 2019 national arrangements was to give the three Statutory Safeguarding Partners joint and equal accountability for safeguarding children and young people in Haringey. This change was implemented rigorously and effectively and there is clear joint and equal accountability embraced and displayed by the three agencies. This joint and equal accountability has been maintained and further developed and is a crucial foundation of the partnership.

Over the last year, these strong partnerships have continued to respond effectively to a range of challenges which have emerged. The partnership has responded rapidly and worked effectively together to ensure the effective safeguarding of children and young people. This strong joint response has in turn further strengthened the partnership, laying strong foundations for future joint working.

The partnership has continued to develop its effective and impactful partnership with Haringey's Safeguarding Adults Board, and has agreed several areas for joint work, with good progress being made on Transitional Safeguarding and Think Family, where there is good scope for further improvements in services and outcomes.

Following the publication of Working Together 2023 in December 2023, during the period covered by this annual report, the 3 statutory partners, and HSCP, have set in motion detailed preparation for implementing Working Together 2023. This is, and will continue to be, a major focus for the partnership in 2024-25 and beyond.

As Independent Chair and Scrutineer, I continue to work closely with the three Statutory Partners in the decisions they make concerning Rapid Reviews and Safeguarding Practice Reviews, providing both independent challenge and scrutiny.

The HSCP and the safeguarding system across Haringey have performed well during this period and are in a strong position to continue to do so.

**David Archibald**  
**Independent Chair and Scrutineer**

# Introduction

The Haringey Safeguarding Partnership (HSCP) publishes an Annual Report in line with its statutory duties under Working Together to Safeguard Children 2023. Safeguarding partners must jointly report on their activities over 12 months, ensuring transparency and accessibility for families and professionals. The report should focus on multi-agency priorities, learning, impact, evidence, and improvement.<sup>1</sup>

This report assesses the effectiveness of multi-agency safeguarding arrangements, highlighting their impact on children, young people, and families. Evidence is drawn from sub-group activities, training evaluations, and the voices of children and families and staff. Learning is gathered from Local Safeguarding Practice Reviews, audits, local data, scrutiny, and monitoring activities.

Annual Reports must detail what actions partnerships have taken due to these arrangements, including child safeguarding practice reviews, and evaluate their effectiveness in practice. The report should also include:

- Each safeguarding partner's contribution
- Themes from aggregated scrutiny methods
- Evidence of the impact of safeguarding partners and relevant agencies
- Analysis of areas with little or no progress on agreed priorities
- Learning from serious incidents
- Key decisions and actions taken by safeguarding partners, including implementation of recommendations from local and national reviews and their impact

- How safeguarding partners have sought and used feedback from children and families
- Breakdown of costs, including partners' financial contributions, impact, and value for money
- Evidence of adequate representation from education
- Overview of how data is used to support learning
- Review of the impact and learning from independent scrutiny
- Updates to the published arrangement
- Evidence of implementing national reforms

This Annual Report reaffirms the HSCP's commitment to continuous learning and development, alongside its strategic leadership vision:

- The lived experience of children, young people, and families is central to safeguarding and protection.
- Improved outcomes are achieved through stronger partnerships, workforce, and community resilience.
- Our relationship-based practice is continually improving, showing ongoing development.

## **The Haringey Safeguarding Children Partnership Executive**

<sup>1</sup> We have made effort to include relevant impact and outcomes measures for the period 2023-24 in this report. However, as the WT to Safeguard Children 2023 guidance was launched in Quarter 4 of 2023, some data is not yet available and will be available in our next annual report.

# The Executive Group

The Executive Group comprises three equal partners:

- Haringey Local Authority
- NCL Integrated Care Board
- Metropolitan Police Service (MPS)

The Group provides strong, unified leadership. It is committed to reviewing and improving practices and building on existing strengths and innovation within the partnership.

As the strategic leadership body, these safeguarding partners oversee the Haringey Safeguarding Children Partnership (HSCP). The Executive Group governs local safeguarding systems, performance, and resources, holding statutory accountability for children's safeguarding in Haringey. In 2023-24, six meetings were held, focusing on swift, decisive action to protect children, young people, and at-risk families.

Members must hold strategic roles, speak with authority, commit to policies, and hold their organisations accountable. Each partner shares equal responsibility for local safeguarding arrangements, including scrutiny and assurance.

Following the 2023 Working Together Guidance, Lead Safeguarding Partners (LSPs) will transition to:

- Chief Executive of the London Borough of Haringey - Andy Donald
- Assistant Commissioner of the Metropolitan Police - Louisa Rolfe
- Chief Executive Officer NHS North Central London Integrated Care Board (NCL ICB) - Frances O'Callaghan

Each LSP has appointed a named Delegated Safeguarding Partner (DSP) to act on their behalf. DSPs are sufficiently senior to speak with authority, make decisions, and hold their sectors accountable.

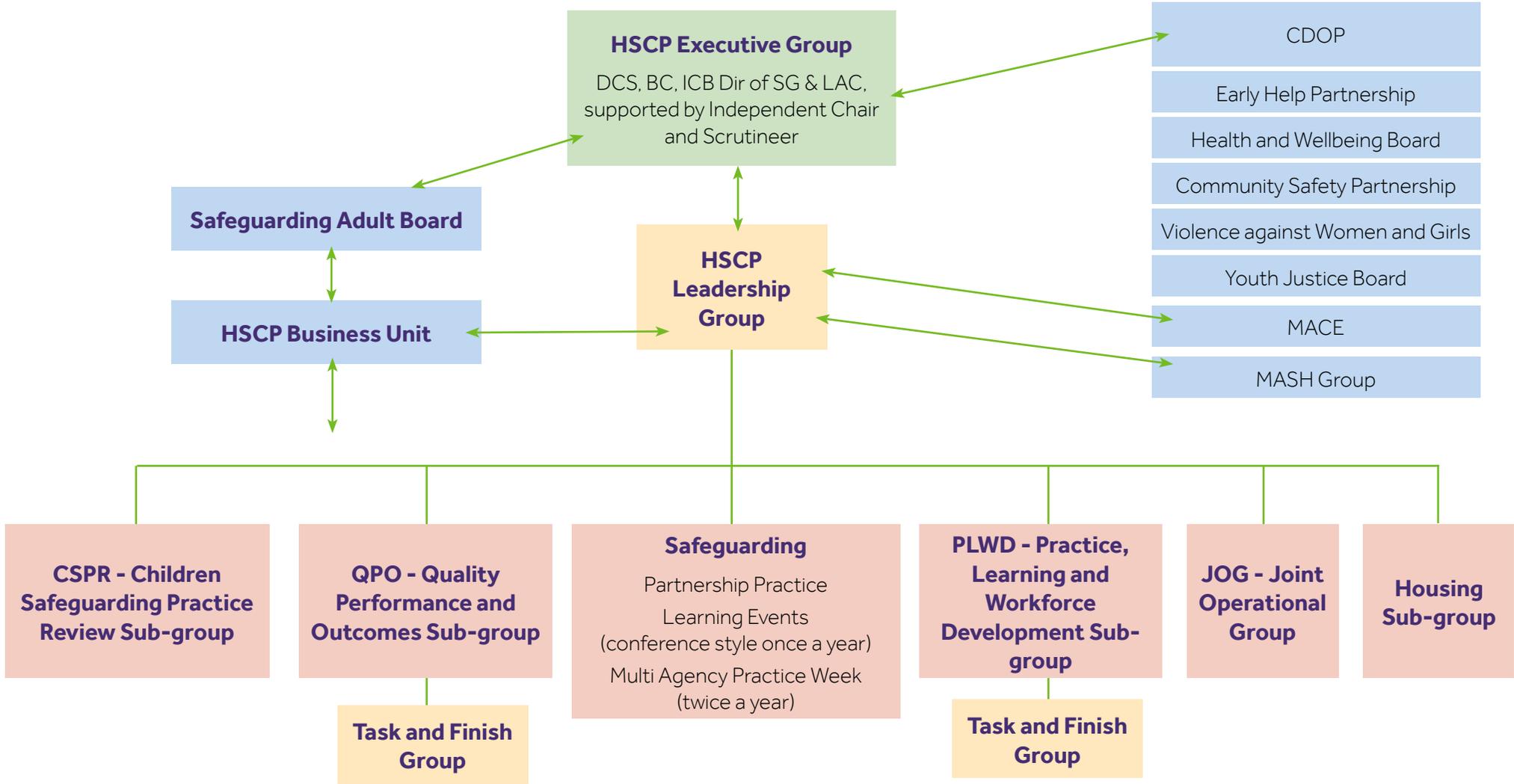
# The Leadership Group

The Haringey Safeguarding Children Partnership's Leadership Group, including Lead Safeguarding Partners, the Independent Chair, and the Scrutineer, acts as the partnership's 'engine room'. Senior officers from statutory partners and relevant agencies approve the policies, strategies, and guidance needed to support priorities and effective safeguarding.

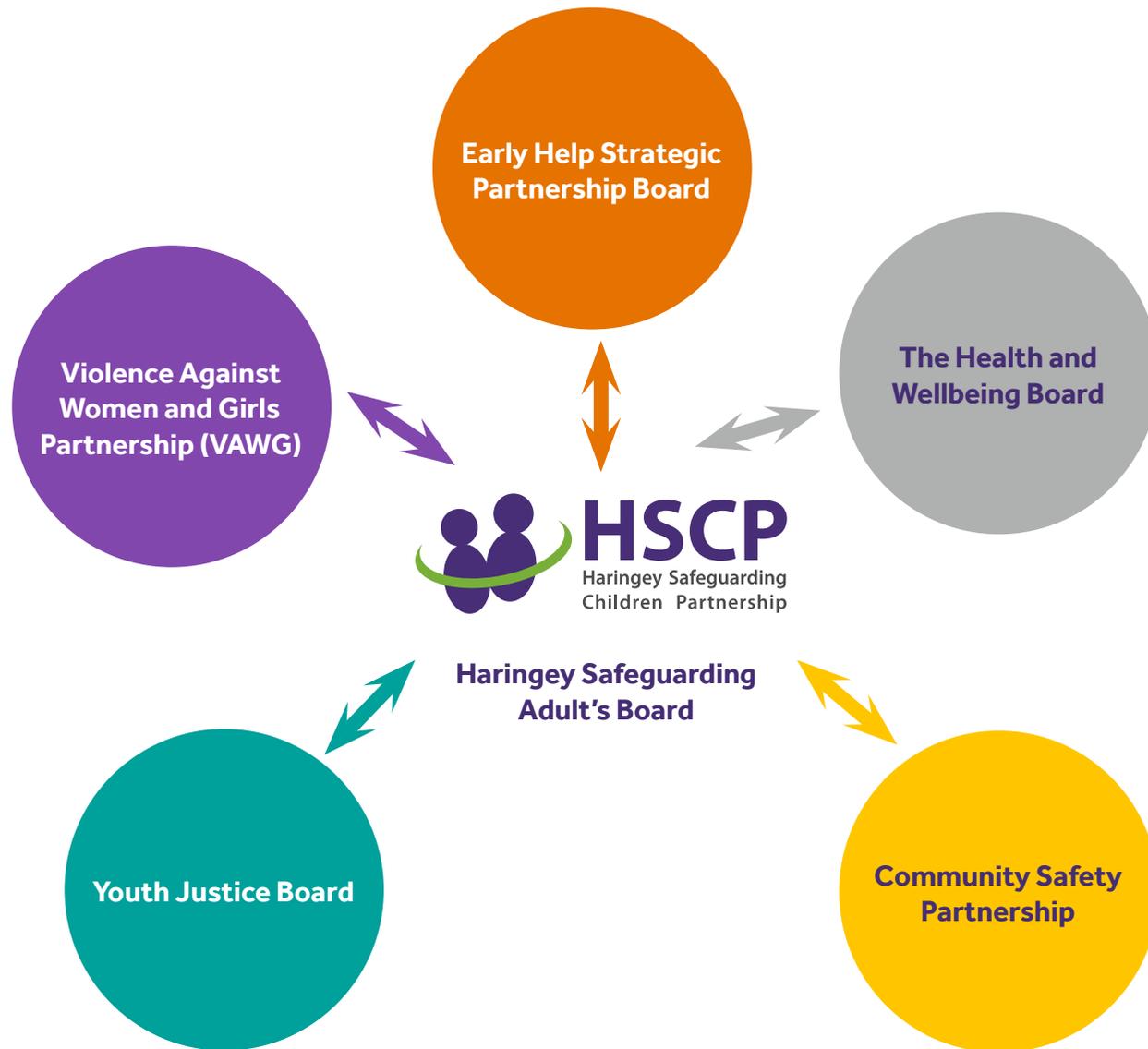
In 2023-24, the Leadership Group held six meetings on local and national safeguarding priorities, informed by data, audits, and performance, focusing on

learning and outcomes. The Group reports to the HSCP Executive Group and drives work through five sub-groups and task-specific groups.

# HSCP Structure



# Strategic Partnerships



# Local Background and Context

At the time of writing, these were the most up-to-date figures available.

## **The partnership continues to address high levels of need and complexity in Haringey families due to several challenges:**

- In 2023, 17.3% of children in Haringey lived in relative poverty, close to the London average but lower than similar areas. This is the 11th-highest rate in London
- Haringey has the highest alcohol sales per adult in London, with a significantly higher rate of alcohol-related hospital admissions
- 2% of Haringey's working-age population claim Employment Support Allowance for mental health and behavioural disorders, the fifth highest rate in London (2023)
- The borough has the eighth highest rate of domestic abuse with injury in London (2023)
- Haringey ranks 8th in London for households in temporary accommodation, an improvement from 5th the previous year (2023)

## **Despite these challenges, Haringey has many positives for children:**

- Ofsted rated 98% of all Haringey Schools as 'good' or 'outstanding'
- Ofsted rated 98-99% of Early Years settings as 'good' or 'outstanding'
- The borough is culturally diverse, with over 180 languages spoken.
- Over a quarter of the borough is green space – with 25 Green Flag Parks and 120 venues where cultural activities take place. It will be the London Borough of Culture in 2027
- Residents report good relations between different ethnic and religious communities and solid social ties

## **Outcomes for children and young people:**

- The percentage of babies with a low birth weight in Haringey is lower than the London and England averages (2021).
- Obesity rates among Reception and Year 6 students are significant (2022-23).
- The proportion of students with social, emotional, and mental health needs is below the national average but slightly above the London average.
- Haringey achieved its best ever education results for young people, with all primary measures scoring above the national average. KS2 results met the London average for the first time (2023).
- GCSE attainment has improved but remains slightly below the London average, there are notable attainment gaps. Boys have lower attainment scores in general.

## **Haringey's child population:**

- There are 54,422 children aged 0-17, representing 21% of the population, similar to other London areas
- Nearly half of Haringey's students speak a language other than English at home, with Turkish, Spanish, Polish, Bulgarian, and Somali being the most common.

A key challenge remains inequality in outcomes, with poverty being a significant factor. Haringey is the 4th most deprived borough in London, with childhood deprivation concentrated in the northeast.

# Children's Social Care Dataset 2023/24

<p>We received 13,826 contacts compared to 12,960 contacts received in 2022-23. The highest proportion of contacts come from the police (29%), followed by health services (17%) and schools (13%).</p>	<p>3,323 referrals were received in the last 12 months compared to 3,456 referrals received in 2022-23.</p> <p>Of the referrals received, 17% were re-referrals. This is the same re-referral rate as last year.</p>	<p>3,105 assessments were completed in 2023/24 compared to 3,131 in 2022-23.</p> <p>85% of assessments were completed within 45 working days; up on 2022-23 when 80% were completed within 45 working days.</p>	<p>There were 4,250 Children in Need who had received a service at any point within 2023-24 compared with 4,230 CiN in 2022-23. On 31/03/2024 2,078 children had an open of Children in Need episode.</p>	<p>At 31 March 2024 there were 333 Children Looked After.</p> <p>As at March 2024 the rate of CLA was 63 per 10,000 children in Haringey, down from 69 per 10,000 in 2022-23.</p>
<b>13,826 CONTACTS</b>	<b>3,323 REFERRALS</b>	<b>3,144 ASSESSMENTS</b>	<b>4,250 CHILDREN IN NEED</b>	<b>333 LOOKED AFTER CHILDREN</b>
<p>180 children were the subject of a Child Protection Plan at 31 March 2024. A 23% decrease from the number of children at the end of 2023 (233).</p> <p>207 children started and 251 ceased a CP plan in 2023-24.</p>	<p>1,180 Early Help cases were closed with a successful outcome in 2023-24.</p> <p>73% of the families engaging with EH were closed with outcomes achieved or signposted to other agencies, slightly higher than last year (70%).</p>	<p>1,250 children were the subject of a Section 47 enquiry in 2023-24.</p> <p>This equates to a rate of 232 children with a S47 enquiry per 10,000 children in 2023-24, a decrease of 3% on the rate last year (239).</p>	<p>There were 177 Initial Child Protection Conferences in 2023-24, down on last year when 253 ICPCs were completed.</p> <p>86% of these resulted in a child protection plan. ICPC rate has remained constant at 38 per 10,000 children.</p>	<p>1,505 assessments were identified to have either Domestic Violence, Mental Health or Substance misuse factors at the end of the assessment in 2023-24.</p>
<b>180 CP</b>	<b>1180 EARLY HELP</b>	<b>1,250 S47</b>	<b>177 ICPCS</b>	<b>1,505 DV, MH, SM</b>
<p>At the end of March 2024, the number of people open to the Youth Offending Service with their Asset Plus Plans up to date was 74%, up from 65% at the end of 2022-23. The number of active young people on case load has decreased from 76 to 68.</p>	<p>55% of 19-21 year old care leavers are in education, employment or training compared with 63% in 2022-23 (SNs 60% 2022-23).</p> <p>84% are in suitable accommodation, down on last year (91%) and SNs (86% 2022-23).</p>	<p>In 2023 there were 536 Education, Health and Care Plans requested, which is up on 2022 (458) - an almost 17% increase.</p> <p>81% of EHCPs were finalised in 20 weeks, up on 2022 when 43% were finalised in 20 weeks.</p>	<p>Children in Care Attainment 8 achievements has fallen with Haringey CiC having an average attainment 8 score of 23.1.</p> <p>An increase on the previous year when Haringey CiC had an average attainment 8 score of 19.6.</p>	<p>Of the children who ceased to be LAC in 2023-24, 3 (4%) were adopted and 7 (9%) were subject to a Special Guardianship Order.</p> <p>Haringey SNs achieved 5% adoptions and 11% SGOs previously.</p>
<b>75% YOS ASSET +</b>	<b>55% CARE LEAVERS EET</b>	<b>536 EHCPS</b>	<b>23.1 CLA ATTAINMENT 8</b>	<b>7 PERMANENCY ORDERS</b>

# What we have done as a result of the arrangements, including on child safeguarding practice reviews and analysis of learning from serious incidents

This report section provides a snapshot of what we have achieved due to the Multi-Agency Safeguarding Arrangements (MASA) arrangements, highlighting progress against our three priority areas. It also covers the impact of our five sub-groups, joint work between the HSCP and the Safeguarding Adults Board (SAB), the annual MASA conference, and LADO activities. The remainder of the report outlines further significant achievements resulting from the arrangements.

## **This year we:**

- Used evidence to demonstrate the value or rationale behind each initiative
- Continued to provide information on the impact of our activities and interventions on the well-being and safety of children and families
- Went beyond simply describing approaches and activities by emphasising the reasoning and evidence behind our priority areas, the actions taken, and their impact

## **This section also includes work carried out on child safeguarding practice reviews and serious incidents, in which we:**

- Continued to sharpen our focus on understanding the 'why'
- Developed clear recommendations that outline how we will impact practice and how this will be evaluated
- Included key demographic characteristics, such as age, gender, and ethnicity, and have considered the impact on the child's life and practice

Priority objectives, key activities, learning, impact, evidence, and areas of improvement

## **For 2023-24, we continued to deliver on our three key priorities:**

- Children living with mental health issues
- Prevention and early intervention
- Older children in need of help and protection, including contextual safeguarding and exploitation

In addition, the HSCP MASA Focus and Strategy comprises four key elements:

- Measuring impact linked to practice
- A strong evidence base
- Workforce development
- Sustainability

## **Within these areas, there will also be consideration of:**

- Transitional safeguarding with the Safeguarding Adults Board
- Neglect with the Early Help and Health & Wellbeing Boards
- Systems for managing the risk to children who go missing, including developing the Missing Prevention App.

# Priority 1

## Children Living with Mental Health Issues

### Rationale and Evidence Base

The COVID-19 pandemic resulted in a marked increase in anxiety, depression, and other mental health issues among children and young people. Schools reported a rise in emotional and behavioural challenges, particularly among those with special educational needs and disabilities. Feedback from service users and partners underscores the urgent need for targeted preventative measures.

### Key Impact and Outcomes

- Improved Mental Health Services: The delivery of mental health services to children and young people has improved, with more Haringey children engaged with CAMHS. We have a better understanding of the impact on young people of parental mental health issues, neglect, domestic abuse, and substance misuse
- Enhanced Family Support: Better awareness of the impact of parental mental health issues, neglect, domestic abuse, and substance misuse on young people and inclusion of fathers
- Frontline Practice: Improved delivery of mental health services. Partners have a greater understanding of the risks to young people related to mental health and gaps in service provision
- Tailored Services: Engagement with children, young people, and their families has become more effective, helping to understand the impact and their lived experiences better and reshaping services based on feedback
- Culture and Diversity: Partners increasingly recognise that cultural factors

might affect individuals with mental illness, improve engagement with diverse communities, and reduce barriers to mental health support

- Embedded Learning: Lessons from Safeguarding Practice Reviews have been integrated into local practice, improving responses to mental health issues

### Key activities (How we influenced outcomes)

- Conferences & Training: Hosted the HCPC Multi-Agency Safeguarding Arrangements Annual Conference on children's mental health
- Thrive: We regularly promote the mental health offer to practitioners through children's services. Assistant Director weekly sessions are open to partners, and we work strategically through Start Well to ensure young people can access the support they need. The wider offer is also set out in our Thrive framework
- Partners have expanded mental health provision, including the Perinatal Mental Health Services in Family Hubs, BEH collaborates on improved CAMHS pathways, crisis developments, and services across the borough and NCL, ensuring that frontline practitioners are well-informed about available mental health services. First Step and First Step Plus, services run by Tavistock, are commissioned to meet the emotional, behavioural, and mental health needs of Children-in-Care (CIC), including those living out of the borough
- Strategic links with the HSAB, SEND, and Transitional Safeguarding offering early support to older young people living with mental health issues
- Strategic School-Based Projects: Supported the effective CAMHS trailblazer

project and Social Workers in Schools (SWIS project); rolled out the successful Anchor Approach in some Haringey schools, leading to reduced suspensions and increased staff confidence in emotional communication and additional counselling and therapies and on-site provision now standard in Haringey schools

- Diversity Focus: Enhanced collaboration with statutory agencies and community services for BAME populations, improving mental health service access and referral pathways for mental health services as a preventive measure rather than at a crisis point

## Evidence

- Child assessments and outcome-based plans demonstrate positive progress and practical partnership work addressing children’s mental health, including smoother transitions to adult services.

- Tracking data shows that the number of children accessing Trailblazers and the SWIS initiative has increased, significantly impacting schools and outcomes.
- Schools report improved outcomes due to additional counselling and therapies. The Anchor Approach has reduced suspensions by over 60% and boosted staff confidence in emotionally supportive communication (90.3%). External evaluations note that “kindness is evident, disruption to learning in lessons is exceedingly rare... pupils who struggle to regulate their emotions or display challenging behaviours receive exceptional levels of care and support”.
- The annual school safeguarding audit consistently monitors the availability and needs of mental health support across schools
- Staff feedback from the MASA conference indicates a better understanding of collaborative approaches to addressing mental health issues

Additional Key Activities	Learning	Impact	Additional Evidence	Areas for Improvement
Regular reporting on families where child Mental Health issues are prominent is discussed at Partnership meetings.	Child Mental Health has overtaken parental Mental Health as the most prevalent factor at the assessment stage in Early Help Service.	Improved identification and treatment of ‘self-harm’  Staff training has resulted in more staff administering the right level of support.	The rise in mental health cases is attributed to training and empowering workers to identify child mental health.  The rate of hospital admissions for self-harm in 10–24-year-olds was 186 per 100,000, a decrease from last year (211 per 100,000) but remaining above the London average (160 per 100,000).	Further training to embed a skillset for identifying mental health in children will further improve the delivery of mental health services to children, including close collaboration with key partner agencies such as CAMHS.
Trauma-based approaches in schools.	Improved pupil behaviour, academic performance, and emotional resilience	Improvement in pupil’s emotional well-being and performance	Ofsted recognition has been noted in schools that have been inspected during 2023-24	Further evaluation of learning from trauma-informed approaches is needed.

Additional Key Activities	Learning	Impact	Additional Evidence	Areas for Improvement
North Middlesex Hospital have an additional children's safeguarding Doctor in A and E.	Improved mandatory training and oversight of YP at earliest point	Early Help interventions have reduced referrals to MASH by 35%	Improved training and early identification of Mental Health, especially in Child Exploitation, have reduced referrals to MASH by 35%	Continue to inform and train professionals in recognising signs and symptoms of Child Exploitation and include contextual safeguarding.  Work towards a further decrease in referrals to MASH from 35%
NA BCU Right Care, Right Person approach  Child Mental Health practitioner is available in Custody Suites.	Percentage reductions comparing data from Feb 2023 against Feb 2024  Improved support to children in custody in and out of hours.	The significant drop in the use of S136 shows that officers used the least restrictive option when an individual was in a Mental Health crisis.  Reduction in individuals detained under S136 of the Mental Health Act	We continue to see a slight reduction in the use of S135 Mental Health Act Warrants conducted in the borough of Haringey, down by 7%.	Mental Health Warrants decreased by 7%, and further training is needed to improve stats.
Graduated Response pathway for children with SEMH (social, emotional and mental health needs in Haringey schools) and EBSA (Emotion-Based School Avoidance) Conference	Improved outcomes for children and parents who have experienced Emotion-Based School Avoidance	Improved systems, understanding and pathways for children who experience Emotion-Based School Avoidance	The proportion of Haringey pupils with Social, Emotional and Mental health needs in Haringey has fallen to below the England average but is just above the London average.  Improved attendance for some children.	The pathway is due to be launched in September 2024  Improved processes and training in relation to this cohort
Recruitment of the Youth Justice Service CAMHS nurse  Improved clinical consultations	Unmet needs receiving child-centred responsive support.	More children will now be screened.  Reduced waiting times for CAMHS interventions	Data over the past six months suggests increased screening, assessments and interventions with children.	Improvement in screening of child mental health  Continued implementation of the Youth Justice Service CAMHS nurse  Emotional and Wellbeing workshop for parents and carers

# HSCP Priority 2

## Prevention and Early Intervention and / or Early help

### Rationale and Evidence Base

Research consistently highlights the long-term benefits of investing in prevention, showing that early intervention during childhood and adolescence can significantly reduce the likelihood of more severe issues later in life. This approach mitigates the impact of mental health problems, substance misuse, and criminality, leading to better outcomes in adulthood while strengthening families and communities. Data from Haringey indicates a growing number of children and families facing challenges that could be alleviated through early help, including high levels of poverty, domestic violence, and parental mental health issues—factors that can negatively affect children’s well-being. Feedback from service users and partners underscores the crucial role of prevention and early help in achieving more sustainable outcomes. Furthermore, investing in prevention and early help is often more cost-effective.

### Key Impact and Outcomes

- Earlier Support: Strengthened efforts to ensure children, young people, and families receive the right services at the right time, focusing on Universal services to prevent escalation of needs.
- Prevention: All partners work collaboratively to prevent the escalation of needs towards statutory services, with increased involvement of external partners taking the lead in the Team Around the Family (TAF) approach.
- Community Engagement: Through HCPC engagement, local communities experience enhanced confidence and awareness, leading to greater engagement with Universal and Early Help services and helping to prevent the need for statutory intervention.
- Training and Development: HSCP multi-agency training is embedded in the Learning & Development (L&D) offer

### Key activities (How we influenced outcomes)

- Continued embedding the Think Family approach, promoting resilience and optimising outcomes through a seamless service between children and adult services
- Development of Family Hubs following a “no wrong door” approach, with the first Family Hub implemented in the borough and three more planned to open by March 2025
- Developed a concise Early Help Offer on a single page for easy reference
- Health Visitors remain vigilant, offering support, advice, and guidance to universal services, signposting to other services, or considering early help or statutory services
- Education Representation on the HSPC and all sub-groups. Schools continue to make referrals to Early Help. Designated Safeguarding Leads (DSLs) within schools ensure an understanding of the Early Help Offer, strengthening support.
- The Children Missing Education (CME) team is embedded in the MASH and works in partnership with community agencies. Partners closely supported the [Children Missing Education Policy](#) and Procedure and [flyer](#).
- The HSCP Business Unit promotes the Early Help Service, including updating relevant policies and procedures
- The voluntary sector remains central in providing training and support within the Haringey community
- Strategic links to the Early Help Strategic Partnership Board and The Health and Wellbeing Board

## Evidence

- The Early Help Panel biannual data reports highlight positive results in agency participation and utilisation
- There has been a notable increase in the uptake of mandated health visits and in families receiving perinatal Health Visitor contacts effectively addressing early concerns. Clinic attendance rates have shown positive growth, immunisation uptake rates have improved, and Developmental checks (ASQ) are regularly monitored, with referrals to additional services tracked and reported
- Health Commissioning collaborative efforts have led to the development of dashboards for sharing information between partners
- Practitioner engagement in safeguarding supervision has increased, enhancing the review of emerging concerns for families
- Schools report improved family engagement with Early Help, with significant improvements in case acceptance flexibility, enabling timely support for more children. The Education Lead for Safeguarding conducts regular meetings with schools, using structured safeguarding questions, including inquiries about Early Help services.
- The new Children Missing Education Partnership Panel includes Early Help, Children's Social Care, Health, Temporary Housing, SEND, Connected Communities, Community Safety & Enforcement, Early Years team, Children's Centres, Educational Psychology Service, Citizens Advice Bureau, Youth Service, Youth Justice Service, Domestic Violence Agency
- The number of children and young people suspended or permanently excluded from school in Haringey is at its lowest since current records began six years ago

Additional Key Activities	Learning	Impact	Additional Evidence	Areas for Improvement
Early Help and Prevention Services offer higher quality and a broader range of training.	Improved and earlier identification of risk across the Partnership.	Better outcomes for children and families resulting in greater Payment by Results yields for the National Supporting Families Programme.  Haringey achieved 100% of the allocated target for 2022-23 and 2023-24.	Greater PBR yields have enabled re-investment in Early Help and preventative services, thus providing more training and upskilling of staff.	Improved recording of the Supporting Families achievements and outcomes to become embedded across the broader partnership.
Further development of the placement of Social Workers in Schools (SWIS)	SWIS is crucial in providing support and resources to pupils facing challenges. Improved safeguarding practice.	SWIS impacts include pupil well-being, better attendance, academic performance, enhanced emotional resilience, and stronger family-school connections.	An extensive review was undertaken in all the SWIS schools. Impact data and case studies were thoroughly explored.  School social workers help create a supportive and inclusive educational environment by addressing mental health, behavioural problems, and socio-economic barriers.	Funding restrictions put the SWIS programme under threat.  Further meetings with DFE have been arranged to further this quite brilliant initiative.

Additional Key Activities	Learning	Impact	Additional Evidence	Areas for Improvement
NA BCU (North Area Basic Command Unit)  Operation Encompass is currently being embedded.	Operation Encompass aims to reduce the long-term impacts of domestic abuse by providing early intervention support and training.	<a href="https://www.operationencompass.org">https://www.operationencompass.org</a>	Currently subject to evaluation	No current data available
Youth Justice Service has increased Out of Court Disposals (OOCd) and the Turnaround programme (children not yet open to the YJS)	Increased professional interventions targeting youths away from the Youth Justice System	Upward trend of OOCds	There was a 71% increase in OOCds (previously 61%) compared to 2022-23 and  34% increase (prev. 81) since 2020-21.	Continue upward trend in OOCd's from current 71%
Whittington Health has strengthened learning systems and knowledge to frontline staff to support local families.	Learning is now shared across other community healthcare teams for earlier interventions.  Using local community voluntary groups	Collection of referral outcomes to ascertain if families accept early health.	Work to collect and collate data and statistics for reporting and monitoring with routine analysis to help understand local safeguarding needs.	The collection of referral outcomes to ascertain if families accept early health is in its infancy, and no data is available.

## Additional area of focus – Neglect

- All partners have highlighted their active involvement in helping to develop the HSCP Neglect Guidance, Toolkit and Checklist, that has been supported by the roll-out programme of awareness raising sessions. These sessions have been facilitated and delivered by representatives from across the partnership. This work has received positive feedback, and the new process continues to be embedded and promoted.
- This work was supported by the launch of a Neglect Strategy in November 2023 at the annual MASA conference involving the community as well as practitioners across the borough of Haringey.

# HSCP Priority 3

## Older children in need of help and protection, and contextual safeguarding, including exploitation

### Rationale and Evidence Base

Older children are more likely to experience harm outside the family home, in contexts such as peer groups, schools, and communities. Contextual safeguarding approaches are more effective, ensuring interventions extend beyond traditional safeguarding practices. Adolescence is a critical period where young people are particularly vulnerable to external influences and risks, including the rise of social media and digital platforms and new forms of exploitation and abuse, including cyberbullying, grooming, and radicalisation. Older children often present with a range of more complex needs, including mental health challenges, substance misuse, and disengagement from education. These intersecting issues require a coordinated, multi-agency response.

- Haringey has the second highest rate of drug use (excluding Cannabis) among 15-year-olds in all London boroughs. The borough also has a higher-than-average rate of young people cautioned or sentenced
- Haringey continues to have proportionately higher numbers of 16–17-year-olds whose activity is unknown (2.8%) compared with 1.8% for London and 2.4% for England; there has been a significant improvement with a reduction from 6.6% last year

### Key Impact and Outcomes

- Improved early identification by professionals regarding extra familial harm/abuse (EFH) and timely responses to needs

- Put a **Safeguarding perspective on the police practice of Stop & Search** and the impact in terms of disproportionality and racial disparity
- The **Haringey Youth Justice Service** are a key HSCP partner and works in a systemic way to prevent children and young people from offending and reoffending.
- More effective mapping and strategies to identify potential risks children and young people may face through EFH and increasingly more effective partnership measures employed to prevent, divert, and disrupt EFH
- The partnership continues to collectively reduce episodes of missing children and young people and reduce the length of time they may be missing.
- All partners are increasingly demonstrating a trauma-informed approach when working with suspected and identified children and young people who have experienced EFH

### Key activities (How we influenced outcomes)

- Haringey has piloted work on Police Stop and Search. Haringey Council's Children's Services and the North Area Basic Command Unit (BCU) of the Metropolitan Police Service jointly held a 'Stop & Search through a Safeguarding lens' conference in Haringey (2023). The abiding recommendation is that Stop & Search should be utilised more as an early intervention measure rather than a punitive action that can have long-lasting psychological and traumatic effects for young people who experience it

- Following learning from the Child Q Review, Haringey Partners are piloting work on Police Stop and Search / Strip Searches and Children's Services developed and implemented anti-racist practice standards being a voice and force for change.
- The launch of the Missing App by the INEQA Safeguarding Group
- Delivered the joint HSCP and HSAB action plan focusing on transitional safeguarding
- The Education lead audited schools' safeguarding approaches, discussing safety with students
- Launched the Everyone's Invited website, with schools integrating academies and independent schools into the DSL network
- Mapping processes, including MACE and VVE Panel, were strengthened to identify hotspots better
- SWIS Scheme in secondary schools including during school holidays, improved the response safeguarding older young people
- Early Help & Prevention Service expanded to include the Targeted Youth Service, and First Step Plus expanded to support at-risk youth
- The Met Police's Exploitation team increased its capacity to respond to and divert young people from exploitation
- The Youth Service mapped youth needs and risks within the Borough
- HSCP delivered the "Youth at Risk" training, focusing on incel ideology and extreme misogyny
- There were 40 serious youth violence offences in the last year – a reduction of 18% since last year and a reduction of 56% over the last five years
- Haringey has more young people participating in education and training, and we have significantly reduced the number of young people with unknown activities or destinations
- In response to HMICFRS recommendations, a new Child Exploitation/Missing Person Joint Working Protocol was introduced in January 2024 for the North Area BCU. This protocol prioritises children who are missing and potentially at risk of exploitation as high risk. The protocol has led to a significant increase in the volume of cases. To manage this, a designated officer is now available daily to assist with inquiries, enhanced collaboration between the Child Exploitation Team (CET) and Missing Person Unit (MPU) has been achieved, and bespoke training for CET officers has been implemented to manage high-risk missing persons effectively.
- School visits yielded mixed feedback, with all Haringey schools visited by July 2024 and some revisited. Contextual safeguarding feedback was shared with the DSL Forum and CS Steering Group. All schools are now invited to the DSL network, and attendance improved to 70-80%.
- Higher quality interventions are available for adolescent Children in Care through access to First Step Plus.
- MACE and the Early Help Strategic Partnership Board increasingly highlight positive interventions.
- Frontline practitioners are better equipped to identify extra-familial harm/abuse (EFH) early.
- Good joint working between Children and Adults Services, Health and Housing to deliver on the Haringey SEND Strategic Preparation for Adulthood Plan.
- Outreach work with schools to support vulnerable adolescents and reduce suspensions and exclusions continues through the Haringey Learning Partnership (HLP).

## Evidence

- Ofsted reported that 'Senior leaders have aligned information to monitor better and assess the impact of work with vulnerable adolescents and children at risk of exploitation. The Violence, Vulnerability and Exploitation team provides intensive wraparound support that reduces risks to children who go missing or who are at risk of exploitation. Professionals identify risks to young people early by using screening tools and swiftly sharing information with multi-agency partners.' (2023)
  - The groundbreaking Stop and Search work and pilot instigated and spurred on by the council's Children's Services team is hoped to be rolled out beyond Haringey, across the capital and even further afield
- Most students, over 60, returned to mainstream school. HLP students were entered for an average of 6.5 qualifications, with some taking as many as 12. This is considerably higher than the national average of 2.2 for alternative provision schools and settings. The latest GCSE results saw more pupils achieving better grades than in previous years (2022/23).

Further Key Activities	Learning	Impact	Further Evidence	Areas for Improvement
Children's Services Violence, Vulnerability and Exploitation Service and Early Help Youth Contextual Safeguarding Team deliver support to older children and their families.	Improved identification and response to children at risk across the partnership.	The Contextual Safeguarding Team have improved the percentage of successful outcomes from 34% in 2023-24 to 50% in Q1 2024-25.	The increase in successful outcomes percentages has indicated a steady improvement in service delivery to older children and families.	To improve the percentage of outcomes further to a target of 80%.
North Middlesex Hospital focused on transitional safeguarding—additional training for staff in ED for 16-17-year-old vulnerabilities.	Safeguarding case-based discussions, participating in simulation teaching around safeguarding and CAMHS topics, and participating in ED and Integrated Training Events.	Increased oversight of YP who have experienced Child Exploitation and better training	35% decrease in referrals to MASH  Named nurse contributes to multi agency Child Exploitation Panel	Continue to inform and train professionals in recognising signs and symptoms of Child Exploitation and include contextual safeguarding.  Work towards a further decrease in referrals to MASH from 35%
NA BCU (North Area Basic Command Unit)  Operation Makesafe	Ongoing operation to close local Drug Lines	Hotels and taxi companies engaged with and information shared regarding exploitation.  Large amounts of drugs and weapons seized	Activities were shutting down drug lines and seizing drugs and weapons.	Ongoing evaluation
Serious Youth Violence Training for staff across the Partnership  National Referral Mechanism (NRM) joint audit with exploitation service	Increase in NRM used for learning and oversight by MACE  Multi-professional working with consortiums with Redbridge, Tower Hamlet and Northants	Increase in NRMs  Increase the use of specialist tools, such as mapping and identification.	Externally evaluated under the Youth Endowment fund and showing an increase in NRMs	Follow the national NRMS trend in line with government data of a 33% increase.
Whittington Health Team have initiated collecting data on referrals into children's social care to enable further analysis	Analysis of trends and outcomes will support learning for older young people	More awareness within the safeguarding workforce	Quality of referrals from frontline staff	The collection of data is over various systems and is in its infancy.

# Haringey Safeguarding Children Partnership Sub-groups

## Quality Performance and Outcome (QPO) Sub-group

The Quality, Performance, and Outcome (QPO) sub-group organises and conducts audit exercises, including case audit consultations and discussions with practitioners, maintaining strong links with the PLWD sub-group. The Designated Nurse for Safeguarding Children and Young People from the Integrated Care Board chairs the group. The HSCP operates a multi-agency audit cycle, focusing on agreed priority areas. The QPO's Terms of Reference have been reviewed and strengthened to align with Working Together to Safeguard Children 2023, driving improvements in capturing the lived experiences of children and young people and addressing issues of disproportionality and inequity in service delivery and access.

### Themed Audits

The QPO completed two impactful themed audits on Housing and Serious Youth Violence & Mental Health, chaired by Health and Police representatives.

### Partnership Quality Assurance Framework

The HSCP continues to refine the Partnership Quality Assurance Framework, which outlines our partnership practice standards, how we monitor our impact, and use information to enhance services. The performance framework has been updated to provide meaningful data aligned with HSCP's priorities.

### Performance Framework

Over the past year, partners have embraced evidence-based decision-making for Haringey's children, utilising the new HSCP Performance Framework to highlight "good news stories" and "areas of concern," prompting significant discussions across the partnership. These discussions address the root causes of concerns and seek solutions. Plans are underway to align this framework with the national DfE dataset. The exceptional work of health colleagues in child protection medicals has been a particular highlight. The HSCP Performance Framework now delivers meaningful data, with named individuals responsible for accompanying narratives. This approach allows the QPO to interrogate data, analyse trends, hold agencies accountable, and ensure continued stakeholder engagement and data refinement to capture key activities and opportunities.

### Impact:

- Multi-agency learning has enabled professionals across all organisations to enhance their safeguarding knowledge and skills. HSCP training has incorporated insights gained from this sub-group
- The developed Performance Framework has provided members of the Executive Group and the broader partnership with up-to-date performance data, analysis, and narrative. This allows partnership performance to be thoroughly examined to identify specific trends and areas for improvement as early as possible and to recognise what we are doing well and why
- We developed an action plan to capture learning identified through thematic audits to improve practice
- We have monitored progress against these actions, and the QPO has sought assurance that learning from audit activities is consistently shared and embedded in practice

- We have continued to respond to the recommendations in Action Plans (arising from reviews) to develop frontline practice further and ensure better outcomes for children, young people, and their families

### **We continue to strengthen our response by:**

- Further embedding the Performance Framework
- Continuing to develop a Quality Assurance Framework
- Implementing a Multi-agency Annual Audit and Quality Assurance Programme
- Developing a calendar of assurance and a forward plan
- Creating a Multi-agency policy register
- Establishing an action plan and KPIs for the HSCP 3-year Business Plan
- Reviewing the impact and outcomes of what has been implemented

## The Joint Operational Group (JOG) – Scrutiny

The Joint Operational Group (JOG), chaired by the Principal Social Worker, audits and reviews complex cases requiring a multi-agency perspective. The JOG audit process occurs bi-annually, providing a platform for professionals to collaborate, share information, and develop a shared understanding of service quality. This process allows for learning from best practices, strengthening professional relationships, and fostering multi-agency ownership, ultimately leading to positive changes in practice and a beneficial impact on children and young people. The group identifies themes and patterns, disseminates critical learnings across the partnership, and establishes an action plan for each partner to implement. Progress on the action plan is monitored by the QPO sub-group and is cross-referenced with insights from all quality assurance activities, including SPRs, thematic audits, and Practice Week. The HSCP also considers multi-agency workshops to embed this learning effectively.

Case Themes for the Year of 2023-2024 - Physical abuse and injury in non-mobile

infants (September 2023) and - Mental Health and Transitions (February 2024)

### **Key Learning for Partners - Areas of Good Practice**

- The mother engaged positively with all professionals
- CSC effectively utilised the escalation policy when needed
- The voices of children and young people were actively listened to
- The allocated Social Worker demonstrated determination and commitment
- Tavistock's role was maintained while awaiting the Care Act Assessment.
- Police successfully de-escalated a challenging situation with a young adult
- Missing episodes were promptly reported, and all agencies followed the appropriate processes
- The Exploitation Panel was used effectively to discuss CSE concerns.
- SWIS (Social Workers in Schools) had background knowledge of a younger sibling and ensured he received the necessary support

### **Areas for Further Development**

- Strengthen timely communication between CSC and Housing by reducing email reliance and increasing telephone contact
- Ensure relevant housing departments, such as Children in Need and Child Protection, are invited to CSC statutory meetings
- Utilise review strategy meetings when there are questions about explaining an injury
- Follow up non-attendance of health appointments for families open to CSC
- Foster greater professional curiosity among all professionals
- Enhance partnership knowledge of housing pathways
- Improve understanding of pathways for Care Act Assessments
- Address delays in completing Care Act Assessments

- Review the practice of sending warning letters to young adults by GPs.
- Avoid blaming language (e.g., "will not engage")
- Reduce the number of professionals involved at one time for a child.

## Recommendations

- Housing will facilitate training on pathways
- The Relevant Housing department will be invited to Child Protection Conferences when there is a concern about accommodation, such as mould and dampness.
- Health to Jointly Facilitate a DNA Multiple Non-attendance Workshop
- Police will attend the site of a S.47 investigation, where there are concerns about inconsistency in the story about non-accidental injury
- CSC to consider introducing after-school sessions for all DSLs
- Neglect Tool Training- ongoing
- Health and Police should consider conducting a joint audit of burn cases.
- The Right Care/Right People policy- Police to ensure this is well disseminated and understood across the Partnership

Training Recommendations (HSCP) - Trauma-informed Practice, Language that Cares, Housing Pathways & Neglect Toolkit.

# Practice, Learning and Workforce Development (PLWD)

The sub-group is responsible for planning, organising, and evaluating appropriate multi-agency safeguarding learning and development activities and challenging, supporting or influencing the training delivered by individual agencies. The group ensures identified multi-agency safeguarding learning needs are addressed for the agency's workforces and that learning, and development activities incorporate relevant research, good national practice and learning from case reviews and safeguarding adult reviews. The group also takes ownership for maintaining and further developing the partnership training pool and managing partnership communications. In addition, the PLWD continue to oversee the further development of the HSCP website. Through the support of our expert partners, we have developed and delivered a range of multi-agency training opportunities.

In 2023/24 the HSCP continued to offer a range of multi-agency training opportunities informed by the learning needs of the partnership and designed to continue to upskill our frontline workforce. Courses in the main are facilitated by partner representatives who bring in their local expertise and knowledge. The courses offered in 2023-24 include

- Learning from Safeguarding Practice Reviews (SPRs)
- Cultural Boundaries Training
- Hate Crime Awareness Training
- Improving Housing Standards in the Private Rented Sector
- LADO Training and Workshop
- Liquidlogic Portal Training
- Prevent training
- Safeguarding Level 3
- Social Care Thresholds

→ When is it Safeguarding?

→ Youth at Risk: exploring the rise of incel ideology and extreme misogyny

The HSCP offered 33 training opportunities for all partnership staff as well as other members of our Haringey community who work with children, young people and their families.

→ The existing Learning and Development Framework continues to be a 'live document' to consider the changing developmental needs of staff across the partnership which emerge from learning gleaned from reviews and themed audits undertaken.

→ Commissioned trainers provide the HSCP with details of the course content that they facilitate as part of the HSCP Quality Assurance process.

## Impact

→ Practitioners have a greater awareness and understanding of safeguarding and have applied their developed skills and knowledge to inform an improved identification and response to children at risk across the partnership

→ Raised awareness of HSCP training and ensured that opportunities beyond the HSCP training offer were also shared with partners

→ Increased attendance at multi-agency training has resulted in upskilling the partnership workforce

→ Higher quality and a broader range of training delivered by local partnership staff has received very positive feedback

→ We continue to measure the impact of training on frontline practice by 'interrogating' and analysing feedback from delegates on how they are transferring learning into practice and how this makes a difference to children and families

→ Promoted training opportunities across the partnership & developed a suite of '7-minute' briefings on specific topics particularly responding to key messages arising from local cases

→ Targeted workshops in conjunction with The Haringey Childrens Academy to bring front line professionals together

→ Continued to develop the HSCP website

→ Considered the training needs of the partnership workforce for 2024-54 and beyond

## Child Safeguarding Practice Reviews (CSPR) Sub-group

The CSPR sub-group was newly established in September 2023. The sub-group is chaired by the Assistant Director, Children's Safeguarding and Social Care. The sub-group was established to achieve the following outcomes:

→ Provide a dedicated space for key professionals to come together in relation to CSPRs in a partnership multi-agency forum

→ Ensure that the work and actions coming out of CSPRs and Rapid Reviews are dealt with in a timely manner,

→ Ensure actions and learning emerging from these cases is harnessed, embedded, and monitored.

→ Through oversight of CSPRs, encourage learning across agencies in order to ascertain a more accurate picture of emerging trends and needs in Haringey in relation to safeguarding children and young people.

→ Develop a culture of continuous learning

→ Continue the embedding of the Think Family Approach championed across children and adults safeguarding in Haringey

The CSPR sub-group monitors action plans, takes updates on ongoing CSPRs and develops an annual update outlining key themes arising from discussions. shared with the HSCP Executive for implementation through the PLWD (Practice Learning and Workforce Development) Subgroup.

## Key Responsibilities of the CSPR Sub-Group

- Provide ongoing oversight and direction for Child Safeguarding Practice Reviews
- Oversee local safeguarding reviews, including threshold meetings, rapid reviews, and individual agency reviews
- Analyse emerging trends from CSPRs and Learning Reviews, share insights with leadership and embed them into priorities and training plans
- Receive and review the final action plan from completed CSPRs, ensuring all actions are fully completed before submission to the HSCP Executive Group
- Apply the Think Family approach, including reviewing Safeguarding Adult Reviews (SARs) and identifying relevant themes
- Receive and consider Child Death Overview Panel (CDOP) Annual Reports
- Remain accountable to the HSCP Executive

## Impact and Achievements

- Considered the impact of racial, ethnic, and cultural identity on the lived experiences of children and families
- Developed a CSPR tracker to capture key learning, themes, and associated costs
- Proposed a new model for CSPRs that is both cost-effective and promotes early learning
- Collaborated with the PLWD Sub-Group to embed key learnings
- Revised the existing HSCP Serious Incident Notification form
- Currently revising the CSPR Guidance document in alignment with Working Together 2023
- Clarified the CSPR process for agencies, focusing on the composition and remit of the Virtual Threshold meeting
- Developed a CSPR complaints policy

## We continue to strengthen our response by:

- Embedding learning from serious incidents, rapid reviews, and CSPRs
- Finalising the group's first annual update, highlighting key themes from our discussions
- Further developing the CSPR tracker
- Identifying cross-cutting themes and learning across systems
- Focusing on systems leadership to drive continuous improvement

## Housing Sub-group

The Housing Sub-Group, established in September 2023, operates jointly under the HSCP (Haringey Safeguarding Children Partnership) and HSAB (Haringey Safeguarding Adults Board). The Director of Housing chairs the group, with the Head of Community Safety as vice-chair. Initially, the sub-group met monthly to establish its work programme; now, it convenes quarterly.

The HSCP acknowledges that the right to a home is a fundamental human right. A high-quality, secure home enables individuals to establish roots within their community, access local employment, and provide children with a safe environment to play and learn. Good housing is integral to physical and mental health, and well-designed homes foster pleasant, secure neighbourhoods where residents can thrive. The Housing Sub-Group was created to achieve the following outcomes:

## Purpose

- To safeguard and promote the welfare of vulnerable children and adults and to gain assurance that safeguarding arrangements are effective across the housing sector in Haringey, providing assurance to the HSCP and HSAB in relation to Housing and Safeguarding
- To enable representatives to meet together to fulfil responsibilities to safeguard adults and children and to give housing a strategic voice on the HSCP & HSAB.
- The sub-group chair, with support from Safeguarding ADs for Adults

and Children's Services, will bring housing-related safeguarding issues to the partnership, ensuring a continuous flow of information. Customer feedback and staff insights will inform the HSCP and HSAB, influencing local safeguarding policy and responding to local and national Safeguarding Practice Reviews (SPRs) and Safeguarding Adults Reviews (SARs) findings.

- Define a Work Programme and activities that enable the delivery of the HSCP's Safeguarding Strategy and Business Plan. This will aim to ensure consolidated learning, sharing of development opportunities and achievement of consistent outcomes over time for identified vulnerabilities.

## Impact and Achievements

- The first work programme was developed and approved by both the HSCP and HSAB
- Facilitated a housing email network to share updates, guidance, and best practices
- Collaborated with the Haringey Housing Repairs Service to address damp and mould issues through a dedicated team
- Implemented a Damp and Mould Policy
- Enhanced information sharing between children's and adult services, leading to more cases being flagged
- Provided regular updates to the HSCP on damp and mould cases
- Maintained effective liaison with the Haringey Damp and Mould Group
- Engaged health professionals and other frontline workers as identifiers of dampness and mould during home visits, contributing to improved living conditions
- Designed information packs for new landlords and private licensing to raise awareness of safeguarding responsibilities

## We continue to strengthen our response by:

- Further embedding learning from serious incidents, reviews, and CSPRs
- Collaborating with the council's pilot program for installing damp and mould sensors in tenants' homes
- Finalising the group's first annual update, highlighting key themes from our discussions
- Enhancing partnership knowledge of Housing Pathways

# Joint HSCP and Haringey Safeguarding Adult's Board

The HSCP and HSAB hold biannual meetings to ensure joint collaborative efforts to improve local safeguarding and promote the welfare of children and adults with care and support needs in Haringey. While both boards maintain their own lines of accountability for safeguarding and welfare promotion, they work together to enhance coordination and effectiveness. Some of the key issues discussed during the year include:

- Gambling Harms in Haringey
- Transitional Safeguarding
- Damp and Mould in Council and Housing Stock
- Right Care, Right Person; and
- Safe and well-being reviews

## Addressing Gambling Harm in Haringey

Problem gambling is a significant issue in Haringey. Nationally, an estimated 0.5% of the population are problem gamblers, rising to 1.8% in London. Applying this rate to Haringey suggests that approximately 4,070 residents might be problem gamblers. Each problem gambler typically affects six others, leading to broader social, economic, and emotional costs. Haringey has an average of 24 gambling premises per 100,000 residents, significantly above the national average of 16 and the third highest in London. This high density of gambling venues contributes to the accessibility and prevalence of gambling activities in the borough.

Impact on Children and Young People In Haringey, 5% of secondary school students have gambled in the past year, with boys (7%) more likely to gamble than girls (1%). While this is lower than the national average of 11% for 11-16-year-olds, exposure to gambling marketing is widespread, with 96% of surveyed 11-24-year-olds encountering gambling advertisements monthly. Despite this exposure, only

53% reported seeing age restriction messages, and 38% noticed safer gambling warnings. Additionally, 6% of young people follow gambling accounts on Snapchat, where some betting premises use QR codes to promote gambling.

## Haringey Gambling Harms Programme Design

To tackle gambling harm, Haringey has implemented a comprehensive Health in All Policies approach, focusing on six main elements:

- **Adult Co-produced Work:** Conducting literature reviews and focus groups with local residents to identify needs and solutions.
- **Youth Engagement:** Offering educational workshops and training for teachers and parents and working with the youth council.
- **Raising Awareness:** Running a borough-wide campaign with materials from national organizations like GamCare.
- **Delivering a Gambling Summit:** Hosting a professional conference on gambling-related harms, resulting in the formation of the Gambling Network.
- **Training Programme:** Providing training to statutory and voluntary sector staff, including council members and volunteers.
- **Sustainable Pathways Development:** Establishing a referral service and refining service pathways to ensure sustainability.

## Achievements to Date

- **Awareness Materials:** Development and distribution of leaflets with and Cost-of-Living Crisis Booklet

- **GamCare**, and inclusion of information on Haringey's webpages
- **Referral Pathways:** Establishing clinics in Wood Green and Northumberland Park and embedding pathways
- **Collaboration with MIND:** Developing joint initiatives to support affected individuals.
- Conducting **sessions in secondary schools and youth clubs**, including questions in the SHUE Survey (January 2024). Training to 68 staff members, council leaders, and volunteers, with bespoke training for specific services.
- Haringey's efforts in **addressing gambling harm** are a testament to the borough's commitment to mitigating the adverse effects of gambling on its residents and fostering a healthier, more aware community.

## Transitional Safeguarding: Collaborative Efforts between HSCP and HSAB

We distinguish between 'transitions' the process of changing from one state to another and 'Transitional Safeguarding,' which involves a needs-led, personalised approach that goes beyond traditional notions of both transitions and safeguarding and is an integral part of the Preparing for Adulthood Strategic Development.

### Work to Date

- Transitional Safeguarding Protocol Launch
- Involvement of the Parenting Advisory Committee and a Lead Member linked to colleges and housing to address the impact on parenting and Care Leavers.
- Transitional Safeguarding Action Plan

### Champions Model Workstream

- Individuals with lived experience expertise shape the Workstream
- Prioritising support for vulnerable young people

The collaborative efforts of HSCP and HSAB in Transitional Safeguarding highlight the importance of continued collaboration, active engagement with young people, and the integration of Transitional Safeguarding approaches into broader strategic development. The ongoing work and planned initiatives aim to ensure that vulnerable young people in Haringey receive the support they need as they transition into adulthood.

## Damp and mould in council and Housing Stock

Haringey Council has taken significant steps to address the issue of dampness and mould in its housing stock including:

- Establishment of a dedicated operational team within the Housing Repairs Service to prioritise and remediate these cases, with a tracker system implemented for monitoring purposes
- Introduction of a dedicated hotline and email address to streamline reporting and response
- Implementation of a comprehensive Damp and Mould Policy, approved by Cabinet, alongside a new Decant Policy to temporarily relocate residents while severe damp and mould issues are addressed
- Training for housing staff on the new policy, with specialised training to identify and assess hazards
- Efforts to engage and communicate with residents, including updates to the website, information leaflets, and consultations during the policy development phase

The council's efforts include improved information sharing with Adult and Children services to ensure prioritised responses to flagged cases. The volume of identified cases has increased as the stock condition survey progresses, and efforts are being made to ensure 100% stock survey completion. The council reported a reduction in Category 1 and 2 cases over the year and continues to validate and provide remedial works.

A new digital case management system is being implemented to enhance case management further, and a pilot programme for installing damp and mould sensors in tenants' homes has been initiated. Collaboration with public health entities and procuring additional specialist contractors are ongoing to support these initiatives.

The HSCP and HSAB are pivotal in tackling damp and mould issues. By working closely with the operational team, these boards can help ensure that vulnerable residents are identified promptly and referred for necessary interventions. Health professionals, including district nurses and health visitors, can serve as frontline identifiers of damp and mould conditions during their visits to residents' homes. This collaborative approach will enhance the council's ability to respond swiftly and effectively, improving the living conditions and overall health of vulnerable populations in Haringey.

# Multi-Agency Safeguarding Arrangements (MASA) Conference 2023

## Addressing Children's Mental Health Needs

### Our Annual MASA Conference 2023

Organised by the HSCP, our annual MASA Conference 2023 was a highlight of the year and a significant in-person event focused on "Young People's Mental Health." The conference also marked the launch of the Neglect Strategy, aligning with the HSCP's priorities for 2023-24. Research indicates that the mental health of children and adolescents in the UK has been significantly impacted by the Covid-19 pandemic, with rising rates of anxiety, depression, and other mental health issues. In Haringey, the need for targeted mental health support for young people has been recognised as critical. The conference aimed to deepen understanding of the challenges faced by young people and provided a platform for professionals to collaborate:

- 112 people attended the conference
- Attendees included representatives from CSC, police, schools, early help, Whittington Health, North London Mental Health Partnership, NCL ICB, VAWG, Sister System, Open Door, Private Fostering, and Vanguard
- 50 feedback forms were completed, with the majority of delegates rating the conference 9 or 10 out of 10 (10 being the highest score)

### Impact

- **Opening and Speakers:** The HSCP Independent Chair, David Archibald, and the HSCP Executive Partners opened the event. Key speakers included Dr Navin Chandra and Dr Ahmad Shatta from the North London Mental Health Partnership (BEH MHT), representatives from the Youth Justice Service, Tottenham Hotspur Foundation, and the Metropolitan Police
- **Knowledge Sharing and Collaboration:** The conference featured agency stalls that were a hub of activity and extensive networking among attendees, promoting best practices in supporting children's mental health, strengthening inter-agency relationships, and fostering a unified approach to addressing mental health issues
- **Focus on HSCP Priority Areas:** Discussions covered children's mental health, contextual safeguarding, early help and prevention, the different mental health needs of various age groups, effective interventions, support in schools, and the HSCP's role, as well as the prevention of neglect
- **Impact on Practice:** Practical workshops and discussions equipped attendees with strategies to implement in their respective roles, leading to improved practices and more effective mental health support across agencies
- **Enhanced Understanding of Mental Health Procedures and Pathways:** Participants gained insight into the latest research, policies, and practices, contributing to a more consistent and effective approach to supporting children's mental health and preventing neglect within Haringey
- **Staff Well-being:** A session of chairobics was highly valued by delegates

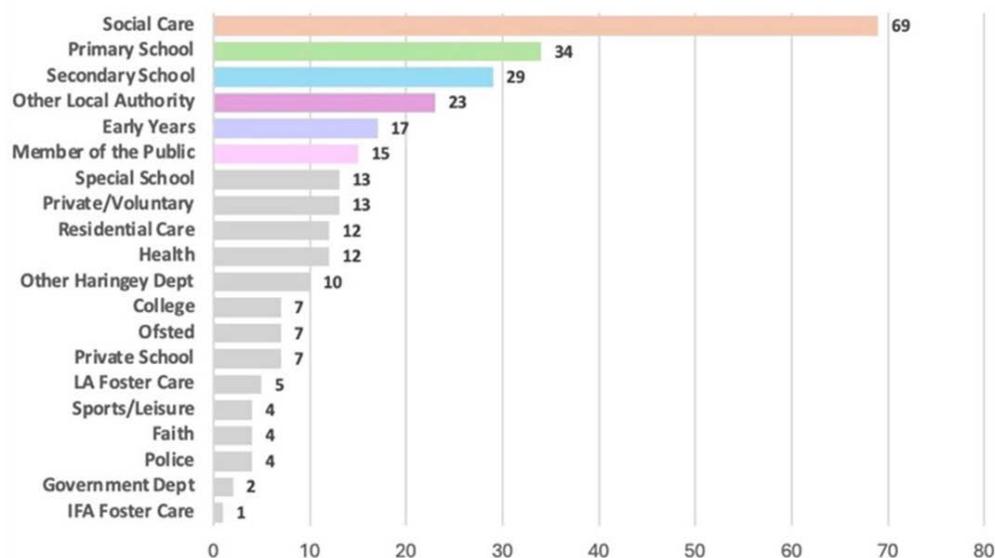
## Feedback Comments

- Considering other services in Haringey reignited my desire to make a change."
- "I loved the language in reframing the narratives from HYJS in particular and would like to think about how I can incorporate this into staff training in my school."
- "I genuinely thought it was fantastic."
- "Hearing a young person talk about working and being supported by THFC, and the internship she was offered, gave a personal insight."
- "I am a new starter to the borough, and I think this conference as part of an induction to Haringey would be really useful."
- "Very interesting to hear how police and YJS are person-centred in their approach... THFC's talk outlined a lot of services I didn't know they provided"

# Local Authority Designated Officer (LADO)

Local authorities have LADOs responsible for coordinating the response to concerns involving individuals working with children who may have caused harm. The LADO Service in Haringey has expanded to address increasing demand. At least half of the work that comes to the LADO service is from Education.

Agency of Referrer



## Key findings

- 288 Consultations taking place in 2023-24 (60% of the work) and 480 total contacts an increase of 12% from 2021-22.
- 28.5% of the contacts LADO received met threshold to consider under the Allegations against Staff and Volunteers (ASV) process
- 47 notifications from Ofsted - an increase in notifications from Ofsted and the

DFE to LADO this year of 42%

- Allegations referrals have increased in complexity, a pattern being reflected by Safeguarding and Assessment teams
- Social Care remains the primary contact for LADO, followed by schools and colleges. There has been increased contact from a wider range of agencies, including the Faith sector and the public, indicating awareness of the LADO service. This also highlights the need for further training and publicity, particularly through the HSCP, to clarify the role and remit of LADO.
- 105/115 are concluded. A high proportion continue to be Unsubstantiated or Unfounded (33%) or not meeting threshold for formal process (34%).
- The highest percentage of Substantiated outcomes relates to physical and sexual harmfulness against children. Physical (n=60, 52%) and Sexual (n=21, 18%) harmfulness are most often referred. Out of 21 allegations of sexual harm, almost half (48%) have been Substantiated and 2 cases are pending conclusion. Out of 60 cases of physical harm, 35% have been Unsubstantiated and 31% have not met threshold: 23% have been Substantiated.

## What we have done in 2023-24

- Successfully recruited an Education Safeguarding Advisor/LADO with a focus on managing allegations in education
- Provided quarterly reports through LADO to identify themes and patterns
- Used data collection to inform practice improvements, including reducing response times for consultation enquiries and enhanced training and practice through participation in London and national LADO network meetings
- Carried out publicity efforts, including briefings and training for Social Work, Education, and Health teams to raise awareness of the LADO service

- Increased the focus on the voice of the child, particularly in addressing vulnerabilities and trauma within the ASV process
- Established positive professional relationships with Haringey police (CAIT) to ensure responsiveness to enquiries
- Conducted regular quarterly training with HSCP, providing additional or bespoke training to partner agencies as needed

## Plans in place for 2024-2025

Update LADO procedures, enhance collaboration with Faith Sectors, and provide bespoke training for DSLs, School Governors, Children's Services, Human Resources, and other services. Following the Hesley review, we will refine Borough Case Notifications and increase publicity on the requirement for children's social workers to notify LADO of all children, in residential homes in other LA's when there are allegations or safeguarding concerns. Implementing the Liquid Logic system will enable direct referrals from this system.

# Learning from Reviews: Child Safeguarding Practice Reviews and Serious Incidents

The HSCP continues to have a vital role in commissioning and coordinating learning from a range of reviews following a serious incident or in situations where sadly, children die. The two fundamental mechanisms that help us achieve this are Local Child Safeguarding Practice Reviews (LCSPR) and Child Death Reviews.

## Local Child Safeguarding Practice Reviews (LCSPR)

Sometimes, a child suffers a serious injury or death due to abuse or neglect. Understanding what happened and why can help improve our response in the future. It is essential to understand the impact of different organisations and agencies on the child's life and the lives of their family, as well as whether other approaches or efforts may have resulted in a different outcome to improve our collective knowledge. In this way, we can make sound judgements about what might need to change locally or nationally. The HSCP plays an integral role in establishing a system of learning and reflection locally and must:

- identify and review serious child safeguarding cases which, in their opinion, raise issues of importance in relation to their area
- commission and oversee the review of those cases if they consider it appropriate

HSCP is accountable for ensuring the implementation of learning from serious incidents. The impact of local and national reviews should be evidenced in the HSCP annual report and subjected to independent scrutiny.

## New Child Safeguarding Practice Review (CSPR) Subgroup

In September 2023, the HSCP established the Child Safeguarding Practice Review (CSPR) Subgroup to provide a dedicated space for key professionals to come together in a partnership multi-agency forum regarding CSPRs (see the CSPR Subgroup report earlier in this report).

From 1 April 2023 to 31 March 2024, the HSCP, including the CSPR Subgroup, received 11 notifications where a Virtual Threshold Meeting with Statutory Partners took place. Of the 11 cases referred to the HSCP, Five resulted in a Rapid Review, and of these, two progressed to a CSPR; one CSPR is currently in progress, while another followed an alternative approach. In the latter case, instead of a full CSPR, a professional was commissioned to expand on the Rapid Review's findings, leading directly to learning surgeries. This method mirrors approaches used by other local authorities that conduct shorter reviews. In this case, to reduce costs and embed learning earlier, the subject matter expert conducted three learning events (with a fourth planned), incorporating insights from local and national CSPRs. The governance for the new approach is via the newly established SPR Sub-group.

Additionally, we are engaged in a further CSPR led by another local authority and will bring back learning relevant to Haringey. Additional CSPR reports were concluded during the reporting period and are awaiting publication due to criminal proceedings. Learning has been absorbed, and recommendations and action plans for these reviews are complete. The CSPR subgroup robustly monitors all current cases, and the executive group is appraised regularly regarding progress.

## Evidence Base Rapid Reviews

- 4 out of 5 Rapid Reviews were for young people aged 13 to 17
- 4 out of 5 were male

## Evidence Base CSPRs

- 2 out of 2 CSPRs were for young people aged 16 and 17
- 2 out of 2 were male
- 2 out of 2 were Black or Black British-Caribbean

### The primary concerns identified across the reviews were:

- Serious Youth Violence
- Parental Mental Health
- Self-Harm and Child Mental Health

## Learning from Safeguarding Practice Reviews in 2023-24

- **Stop and Search pathways to support:** A high frequency of police stops and searches can be a significant indicator of a young person struggling, yet this did not always trigger a referral to Children's Social Care or other interventions.
- **Commissioning and Discharge Pressures and Use of Seclusion:** The pressures of commissioning and discharge from agencies, both nationally and locally, were acknowledged, highlighting the absence of appropriate services and accommodation to support step-down from seclusion or Tier 4 units, as well as a general lack of suitable provision across the UK
- **Voice of the Child:** Emphasising the importance of considering the child's perspective in all decisions
- **Family Dynamics and Domestic Abuse:** Agency relationships with parents and addressing the impact and trauma of domestic abuse on children and families
- **Use of Escalation Policy:** Constructive professional challenge regarding medical

opinions and enhancing shared understanding of children's medical diagnoses

- **Prevention in Adolescent Mental Health:** Promote a deeper understanding of adolescent mental health prevention in Haringey

## CSPR Learning Events

- **Focus on the Child's Lived Experience:** Understanding the young person, focusing on their personal experiences and challenges
- **Key Lines of Enquiry (KLOEs):** Learning sessions concentrated on critical areas such as domestic abuse and parental mental health
- **Confidentiality vs Welfare Needs:** The balance between a young person's right to confidentiality and their welfare needs, highlighting the challenges professionals face in determining when to involve parents or the more comprehensive professional network to support a young person in distress
- **Impact of Post-COVID School Attendance:** One learning session addressed the changes in school attendance patterns post-COVID and the broader trend of disengagement from education post-COVID

## Combined learning, actions, and impact as a result of the CSPRs, learning reviews, and rapid reviews have included:

- Reviewed the referral process and data information sharing to support services for children subject to Stop & Search
- Reviewed the use of the section 85 process that requires local authorities to check on children living in residential education or hospital provision longer than 12 weeks
- Adaptations of the HSCP Escalation Policy to reflect escalating matters of concern earlier in the process
- Redrafting the restrictive practices document and reviewing the use of seclusion in a hospital setting for young people

- Funding for a dedicated post of a social worker in local hospitals
- Revision and Implementation of a Hospital Discharge Policy
- Raising awareness and developing skills and knowledge around adolescent mental health
- Further consideration of Intersectionality, Contextual Harm, and Adulthood
- 7-minute briefings for staff
- Continued review, development, and progression to improve information-sharing processes
- Further consideration of Trauma-Informed Practice supported by commissioned training opportunities
- Development of a complaint policy regarding CSCRs and Independent Reviewers
- A revised process for CSCR child-friendly reports
- Recommendation to review the whole prevention pathway for adolescent mental health

The HSCP is committed to learning and improvement, sustained through regular monitoring and follow-up actions. Hence, the findings from these reviews and national reviews impact improving outcomes for children, young people, and their families in Haringey. A combined Rapid Review and LSCPR action plan is in place to track actions and evidence the impact of implementing this learning across the partnership to ensure the reviews influence practice.

# Child Death Reviews

## North Central London Child Death Overview Panel (NCL CDOP)

Introduction: The Child Death Review (CDR) Partners (NCL Integrated Care Board and the five local authority areas for North Central London) continue to embed the child death review statutory guidance across NCL. The CDR Partners work closely together to ensure each child death in NCL is thoroughly reviewed and each family is allocated an identified keyworker.

The NCL Lead Nurse for Child Death is linked with each of the five Local Safeguarding Children Partnerships (LSCPs). In Haringey, the Lead Nurse is a member of the Practice, Learning & Workforce Development Group and the Quality Performance & Outcomes sub-groups.

In 2023-24, NCL CDOP received 92 notifications of child deaths. Of these cases, sixteen (16) were for Haringey children. Statutory guidance<sup>2</sup> defines an unexpected death as the death of a child that was not anticipated as a significant possibility 24 hours before the death.

### Joint Agency Response (JAR) meetings: A JAR meeting is convened for all unexpected deaths, ideally within 72 hours and is triggered if a child's death:

- is or could be due to external causes
- is sudden and there is no immediately apparent cause (including sudden unexpected death in infancy/childhood (SUDI/C).
- occurs in custody, or where the child was detained under the Mental Health Act.
- where the initial circumstances raise any suspicions that the death may not have been natural; or

→ in the case of a stillbirth where no healthcare professional was in attendance.

The reasons for JARs were Serious Youth Violence, Sudden Unexpected Death in Infancy and unexpected acute collapse due to underlying medical conditions, however for confidentiality reasons and to avoid any possible identification of individual cases the exact numbers of the above reasons were redacted prior to publication of this report.

- Immediate safeguarding steps were taken where appropriate in relation to siblings and family support.
- Immediate learning highlights the ongoing need to raise awareness of the impact of serious youth violence
- Three cases were referred to the Safeguarding Children Partnership for the consideration of a Local Child Safeguarding Practice Review.

**Learning from Child Death Review Meetings (CDRMs):** In 2023-24, 7 cases were reviewed at CDRMs where all the information gathered through the eCDOP is reviewed to identify local learning. Once the cases have been through the CDRM process, the independent panel (CDOP) will review and assesses modifiable and contributory factors. Of the cases reviewed at panel, 1 had modifiable factors noted. \*please use caution when referring to numbers >5

**Local Learning:** Thematic CDOPs. In 2023-24, NCL CDOP recognised that several child deaths would benefit from a specialist themed panel approach. As a result, a series of themed panels were put in place in 2023 – 2024. These specialist panels have included specialists in respective areas, allowed for in depth discussions and the sharing of practice across the system.

In October 2023, there was a panel specifically reviewing children who had sadly died and had a **learning disability**. Several **perinatal themed panels** have taken place which have reviewed all premature and neonatal cases. The learning has been shared across each of the five NCL Safeguarding Partnerships and NHS Trusts.

2 Working Together to Safeguard Children 2023. HMG

In June 2024, a **Sudden Unexpected Deaths in Infancy Panel** took place and identified several learning points including the impact of the Covid – 19 pandemic and delayed contact with primary health care. A key theme that emerged related to co-sleeping and highlighted the need to ensure that relevant services:

- Include where the baby sleeps as a risk factor in assessments
- Ensure all family members caring for an infant overnight are reminded of the dangers of co-sleeping and taught safer sleeping
- Provide clear safety guidance to parents who choose to co-sleep

The panel recognised there was also several of the known risk factors including prematurity, parental smoking, and alcohol use, along with parental mental health.

A panel looking at **Serious Youth Violence** was held at the beginning of July 2024. The panel discussed seven cases. This panel used the opportunity to trial a screening tool that could be used across London to look at common risk factors in an attempt to identify trigger factors for early intervention. Several shared themes were identified across the children’s lives including adverse childhood experiences, bereavement and exposure to domestic violence in infancy. Members of the panel have agreed to reconvene to consider how the learning will be taken forwards.

Links with NCL networks. NCL CDOP has established four NCL network groups to support the dissemination of learning from CDOP within multi-agency services:

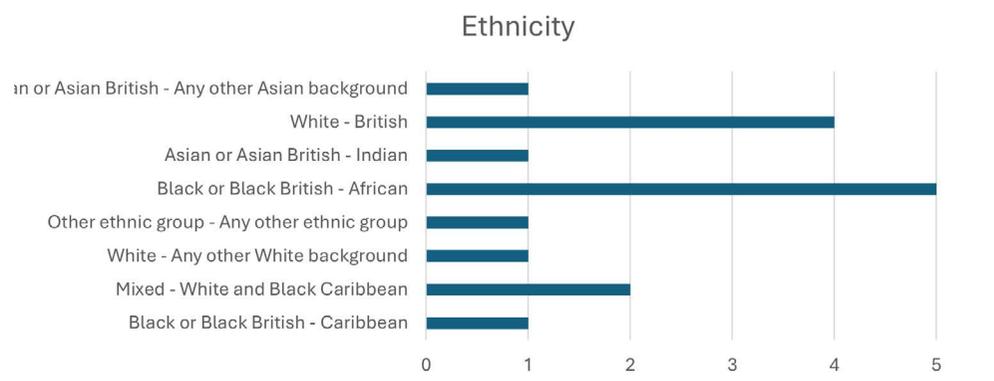
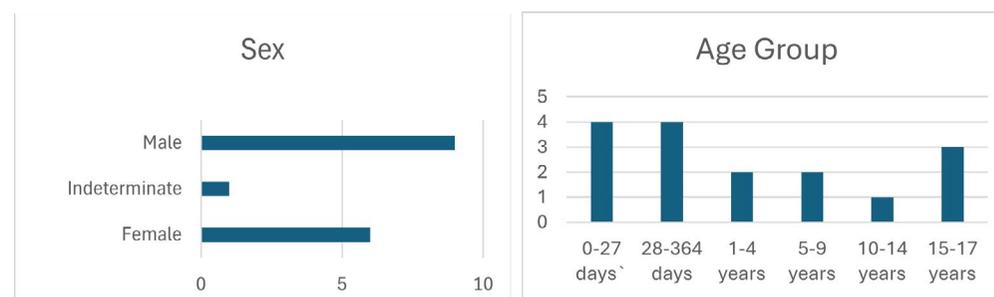
- Local Authority Designated Officers (LADOs)
- Quality Assurance Managers in Children’s Services
- Education Leads
- LSCPs managers.

## National Learning

The eCDOP system has allowed for analysis of all child deaths by the National Child Mortality Database (NCMD) team. The NCMD, commissioned by NHS England, published a number of thematic reports in 2023-24. NCL CDOP shared the learning and recommendations from these publications through the Practice, Learning & Workforce Development Group. NCL Partnership managers have developed an action plan to implement the specific Partnership recommendations and are due to report progress to NCL CDOP in September 2024.

## Haringey data analysis summary 2023-24

16** child deaths reported	0 overseas deaths	5 JARs
1 Rapid Review (Perinatal Mortality Review Tool meeting)	7 CDRM	1 PMRT



\*\*2 cases are currently under review

# How effective these arrangements have been in practice

The MASA arrangements have resulted in significant improvements for children, families, staff, and the local community. The following points, in addition to earlier evidence in the report, highlight the success and effectiveness of these arrangements:

- **Improved Outcomes for Children:** “Leaders have supported frontline staff to improve practice significantly... Multi-agency partnership work is effective in identifying children at risk of abuse or neglect and providing the right support at the right time... Services for children who need help and protection in Haringey are strong. Thresholds for intervention are understood across the partnership” (Ofsted 2023)
- **Recognition and Branding:** The MASA brand is now widely recognised across the Partnership, indicating strong visibility and awareness and instilling confidence in the community and among partners
- **Multi-Agency Engagement and Stronger Relationships:** There is significant multi-agency involvement in the chairing roles of various groups (e.g., PLWD, QPO, MACE, JOG, Housing), evidencing shared ownership and responsibility
- **Meeting Participation:** Attendance at Threshold meetings, Rapid Response Meetings, and Learning Reviews has been excellent, reflecting high levels of engagement and collaboration. Additionally, there is strong attendance at Leadership and Executive Meetings held regularly throughout the year by senior members across the Partnership
- **Rotational Leadership:** Effective rotation of chairing responsibilities among the three statutory partners at Threshold meetings and Rapid Reviews ensures balanced leadership and diverse perspectives
- **Shared Ownership of Learning:** There is a strong commitment across partners to learn from Reviews, with shared ownership in implementing lessons learned, leading to updated safeguarding policies and procedures based on findings from reviews and new legislative requirements
- **Innovation, Expertise, and Challenge:** Partners demonstrate innovation and bring expertise in their respective fields, contributing to quality conversations and respectfully challenging each other, promoting critical thinking and reflective practice. This dynamic fosters an environment where evidence-based practices are continuously evaluated and improved
- **Campaign and Initiative Support:** The Partnership showed strong engagement in promoting the Neglect & PANTS Campaign and the Think Family approach
- **Influence:** The arrangements have influenced national issues of importance, showcasing the Partnership's impact beyond the local community
- **Commitment to Safeguarding:** A strong commitment to safeguarding and a child-centred approach within a whole family focus is evident
- **Complaint Handling and Escalations:** Receiving and handling complaints from the public through the HSCP complaints process indicates an effective and well-known procedure, highlighting transparency and continuous improvement in safeguarding practices. Staff's more effective use of the escalation policy ensures prompt attention to concerns, fostering a culture of openness and accountability.
- **Training Facilitation:** Partners offer in-kind support and lead training sessions. The Bridge Renewal Trust, our VCS partner, has also delivered training to the voluntary and faith communities, enhancing overall safeguarding capacity and awareness in Haringey.
- **Annual MASA Conferences:** Focus on networking and shared safeguarding priorities, fostering continuous improvement and collaborative learning
- **Themed Audits:** Multi-agency commitment in HSCP and single-agency audits results in actionable learning embedded across systems and agencies
- **Practice Weeks:** Strong multi-agency commitment in two Practice Weeks further reinforce collaborative learning and practice improvement

# The contribution of each safeguarding partner to the functioning and structure of the HSCP

## The HSCP Partners include:

- Health
  - North London Mental Health Partnership (NLMHP)
  - North Middlesex University Hospital
  - North Central London Integrated Care Board (NCL ICB)
  - Whittington Health NHS Trust
- Police
- Children's Social Care (including exploitation services)
- Early help and Prevention including SEND
- Youth Offending Services
- Education
- Housing
- Community Safety Partnership
- Violence Against Women and Girls (VAWG)
- Health and Well-Being Board
- Probation
- Voluntary Sector (Bridge Renewal Trust, Mind and Public Voice Community Interest Company)
- Adult Services

## Summary of safeguarding partner's contribution

- Statutory role and leadership
- Resource and expertise
- Auditing
- Data and performance frameworks
- Delivering multi-agency training
- Representation across all HSCP groups, including Executive, Leadership, and Sub-groups
- HSCP Business Unit manages administrative functions and support for the HSCP
- Partner of the Multi-agency Safeguarding HUB (MASH)
- Exchanging information to strengthen and clarify processes and responsibilities for child safeguarding
- Multi-agency collaboration and attendance at various meetings
- Chair, co-chair, and vice-chair roles in multi-agency HSCP groups, sub-groups, and task & finish groups
- Implementation and oversight of learning often via trackers
- Rotating chairs for Virtual Threshold Meetings and

## Rapid Reviews

- Continued partnerships
- Learning and development through regular training
- Campaigns and new initiatives
- Facilitation of learning opportunities, including bi-annual Practice Weeks
- Hosting "lunch and learn" sessions
- Participation in thematic audits and observations
- Agency locality teams involved in multi-agency audits, supporting borough-wide safeguarding
- Sharing information and reflecting on serious incidents, maximizing learning
- Implementing learned practices effectively
- Proactive stance against gender-based violence
- Facilitating new partnerships and sharing best practices
- Focus on children's voices, ensuring their views are heard and acted upon
- Involvement and delivery of multi-agency strategic plans
- Information sharing to enhance safeguarding knowledge
- Contributing to community safeguarding skills

# HSCP Multi-Agency Audits 2023-24

## Theme: Housing Poverty: June - September 2023

**Focus:** Health, Early Intervention & Prevention, emphasising children aged 0-5 years, housing poverty, and its impact.

**Cohort:** Open to CSC/Early Help, with housing needs impacting the health of children, mental health concerns, and children with additional needs living in homes that do not meet their requirements, lack adaptability, or have poor accessibility.

### Key messages/findings:

- Domestic abuse, mental health issues, and drug use are contributing factors in the cases audited
- Continuous interagency collaboration beyond the three statutory partners, including housing and cross-boundary cooperation, is of key importance
- Some examples of good practice were highlighted that should be harnessed and promoted
- The voice of the child must remain a central focus in all our work

### What's working well:

The following are examples where partners recognised safeguarding concerns, acted, and shared information appropriately:

- Effective liaison was noted across the partnership in many of the cases reviewed
- In two instances, housing teams provided exceptional support to the families
- Evidence throughout these audits showed that agencies were considering the broader context for children within the families

### Areas we want to take action to improve partnership working:

The following were noted:

- Further information should be sought from agencies outside of Haringey
- Review information sharing from agencies to GPs to ensure information is routinely shared at key points, as also highlighted in the Section 11 audit. An audit to be considered
- GP forum to discuss training on coding incoming safeguarding information. In 2023, all Haringey GPs received updated coding information aligned with the National Safeguarding Network and some locally developed systems. This was discussed at the GP Forum and uploaded to the NCLICB website in August 2023. The update reinforced existing safeguarding practices in GP surgeries
- Agencies should commit to using the audit reflection tool

### Audit recommendations:

It is recommended that the learning from these audits be shared with the following sub-groups/services/agencies to be considered within their ongoing work: PLWD, QPO, Housing, Children's Social Care, GPs, Police, Voluntary Sector, NL MHP, Early Help. Others are:

- All agencies should consider the voice of the children, being mindful when working with families where English is not the first language
- When the audit tool is being populated by CSC, siblings' schools should be included
- PLWD to consider developing a case scenario that promotes good partnerships working between agencies where housing and poverty are a theme

## Audit Theme: Children impacted by mental health, contextual safeguarding and serious violence – November 23 – January 24

**Focus:** Understanding services for children affected by mental health issues and serious youth violence in Haringey and identifying service gaps

**Cohort:** Children aged 10+ involved in serious youth violence, mental health issues, and contextual safeguarding across ten agencies

### Key messages/findings:

- Need for better partnership between Mental Health services and other agencies
- Lack of understanding of interagency services, processes, and policies
- Concern over the absence of a CAMHS clinician in the YOT team (now has interim cover)
- Education's role in a child's life is crucial; there is a need for more input from Education
- Mental health must be considered in all safeguarding cases
- Improve information sharing, especially for out-of-borough looked-after children
- Domestic abuse affected children in most cases reviewed

### What's working well:

- Good information sharing and liaison noted in learning events
- Strong audit responses from Health (GP), Children's Social Care, and Youth Justice, fully utilising reflection templates
- CS CIN pathway effectively supported at-risk children
- Agencies show a strong understanding of child exploitation

### Areas for improvement:

- Improve understanding of how a child's life story and trauma affect mental health and behaviour
- Better promotion of CAMHS services and accurate recording of referrals
- Promote the CS CIN pathway more effectively
- Adopt trauma-informed language across the partnership
- Increase collaboration between Mental Health services and other agencies
- Better use of interventions for children affected by domestic abuse

### Audit recommendations:

- Circulate the timeline for the next audit to ensure partner engagement
- CAMHS to review referral pathways and engagement policies and attend contextual safeguarding meetings for vulnerable children
- Agencies should showcase their services to improve understanding (PLWD subgroup to explore)
- Ensure interventions for children experiencing domestic abuse, with separate and joint support for non-abusive parents if safe
- Promote the CS CIN pathway across agencies
- Encourage the use of the Haringey Missing app where relevant
- Ensure a child's life story is shared when necessary and consistently document the child's voice across all agencies, using 'language that cares'

# Practice Week February 2024

A Practice Week held twice yearly strengthens multi-agency collaboration, enhances service quality, and drives practice improvement for systems change. Key activities include observations, audits, joint training, and audits.

**Evidence base:** Recognising the signs of domestic abuse and its impact on children is crucial. Symptoms like anxiety, depression, aggression, and difficulty concentrating may indicate exposure. Adults working with children should be vigilant and proactive in protecting those at risk.

**Methodology:** The Practice Week opened with a pre-recorded video by Isabelle Trowler, Chief Social Worker. Participants reflected on learning from the [National Review into the murders of Arthur Labinjo-Hughes and Star Hobson](#). They discussed the application of the Domestic Abuse Act 2021 across services and partnerships.

## Good practice:

- Meetings are well-led, focused, and inclusive, ensuring all voices are heard
- Child-centred meetings with evidence of solid practice when working with children and families
- Robust scrutiny and challenge, with children's voices central to discussions
- Positive use of SMART planning and outcomes
- Regular discussions on equality of opportunity
- Benefits of multi-agency attendance at meetings

## Learning points:

- Increased use of Family Group Conferences
- A clearer understanding of when to conduct a CP medical during domestic abuse incidents involving children
- Improved collaboration and information sharing at an earlier stage

- Missed opportunities to engage fathers in understanding the impact of their behaviour on children
- Greater consideration of the child's lived experience and trauma before referral
- Identification and provision of necessary training
- Exploration of culture, religion, and belief systems of parents

## Joint Training:

Five Lite Bite Sessions were informative and well-attended, with 345 attendees from seven HSCP agencies. Training covered models such as:

- **The Bridge** – Duluth Model: An inter-agency approach to coordinating responses to domestic violence
- **MARAC** - Coordinated Community Response (CCR): A model that unites services to keep survivors safe, hold abusers accountable, and prevent domestic abuse
- **RCP** – Are you Curious?: A model helping practitioners explore family life under three headings: Home, Relationship, and Experience
- **SASH (Screening Assessment of Stalking and Harassment)**: A tool aiding professionals in decision-making regarding stalking cases
- **DART (Domestic Abuse, Recovering Together)**: An intervention to strengthen the mother-child relationship post-abuse

## Main outcomes:

- Strong partnership contribution to Haringey's multi-agency practice during the week
- Highlighted effective responses to domestic abuse across agencies
- Shared learning on Haringey's multi-agency approach to child wellbeing in domestic abuse cases
- Partners agreed on maintaining a focus on children and addressing trauma before behavioural or mental health issues arise

## Recommendations and Next steps:

- Develop a support pathway for Haringey children in domestic abuse situations, considering their lived experience
- Coordinate commissioning of services for children and families, including non-engaging parents, invisible parents, and extended family members
- Strengthen service provision to ensure equality of access and opportunity
- Conduct a Domestic Abuse Training needs analysis across the partnership

## Practice week September 2023

**Theme:** Physical Abuse Injury in children with a focus 0 to 11-year-olds.

**Evidence Base:** Incorporating the learning from the reviews of Arthur Labinjo-Hughes and Star Hobson.

### Good Practice:

- Language that cares was clearly evidenced, and the child was kept at the centre of decision making.
- The link between agencies was clear and gave good over-sight of how challenges were considered as partnership.
- Child focused home visit, where the children appeared very comfortable with the allocated worker.
- Each family's needs were considered with all agencies contributing to discussions, sharing information and offering suggestions regarding how they could best be supported going forward
- Practice was adapted to meet the needs of the children.
- There was good evidence of multi-agency discussion. Actions were taken from school and children services regarding predicted grades and possible ASD
- There was a good flow of communication with no single agency dominating the discussions; thus, the balance was appropriate for each family under consideration.

## Learning points

- One agency highlighted a cultural barrier where English is not the first language; therefore ensure referrals for families to relevant community support
- The Importance of continued multi-agency working, to effect positive change
- It is important to raise timely alerts and document concerns so that a clear audit trail can add value to safeguarding children
- Invisible Fathers; the Importance of Involving fathers.
- Ensure the child has a consistent, safe space to speak to safe adults when needed.
- There is a need to monitor the progress of the child's plan, as a partnership (ensuring no drift and maximum impact).
- To ensure all health staff know and follow the 'Child was not bought' policy.
- There was evidence of professional curiosity, but the partnership felt this could be developed even further.
- More consideration of parental/carer mental health needs – life experience and parenting skills with regards to their own history.
- The importance of the acceptance and timeliness of a referral when conducting an autism assessment.

## Joint Training – 10 Lite Bite Sessions

- Sessions were held each day of practice week led by specialist workers which were informative and well attended. 707 attendees from 6 HSCP agencies.
- A selection of sessions included: Injury in children the evidence base, national guidance and learning from Star and Arthur by the Haringey Designated Doctor, Multi-agency Risk Assessment Conference (MARAC), Reducing Parental Conflict (RPC) and being Curious, Common Assault vs. Child Cruelty by Police, National Probation Service, Public Law Outline, Escalation Policy, Case Studies by Schools, Speech and Language Pupil Education Plan for Children Looked After.

## Main outcomes

- Strong effective partnership commitment in Haringey's second multi agency practice week.
- Audits evidenced a multi-agency approach and commitment to partnership working when safeguarding children who have sustained an injury, taking into consideration co-existing factors.
- The auditors reflected on their own contribution and the joint response to a child presenting with an injury.
- The practice week evidence a clear understanding of their role when responding to children who sustain a worrying injury.
- Partners feel strongly that we need to ensure that parents who misuse alcohol and or suffer from mental ill health are well supported and encouraged to receive the correct support/attend relevant appointments.

## Recommendations and Next steps

- Joined up commissioning of services for families affected by physical abuse, including working with non-engaging, invisible parents, extended family members and communities.
- Non-accidental injury policy to be re-disseminated to the Health Partnership
- Strengthen the provision of services to ensure equal access and opportunity; particularly for our families whose first language is not English.
- Non-accidental Injury Training to be mandatory for all frontline practitioners across the partnership.
- Professional curiosity audit to be undertaken across the partnership to test how well this has been achieved.
- The quality performance and outcomes subgroup will monitor physical abuse indicators included in the performance framework and will escalate any areas of concern to the HSCP executive group.

# Themes emanating from aggregated methods of scrutiny, for example, reviews and scrutineer activity and multi-agency audits

## Aggregated Cross-Cutting Themes and Learning

From the reviews, scrutiny, and multi-agency audits, several key themes have emerged, highlighting overarching lessons and guiding future actions:

- **Complexity:** Domestic abuse, child and parental mental health issues, substance misuse, and contextual safeguarding often intersect. Addressing these interconnected factors requires integrated and comprehensive approaches
- **Importance of Multi-Agency Collaboration:** Effective safeguarding depends on collaboration beyond core statutory partners, including housing, the voluntary sector, and other relevant agencies. Successful outcomes demonstrate the value of working across and beyond local boundaries to address complex safeguarding concerns
- **Adolescents with Complex Mental Health Needs:** There is a notable prevalence of mental health issues among teenagers
- **Understanding Children's Lives:** Emphasising the need to fully understand children's lived experiences and those of their families to improve safeguarding and support
- **Leadership and Commitment:** Strong leadership and governance are evident, with established processes and high standards in safeguarding training. Effective leadership supports critical thinking and constructive professional challenge
- **Effective Information Sharing:** The success of information-sharing arrangements like the MASH highlights the importance of effective

communication among partners, creating a shared understanding and response

- **Holistic View of Children:** Agencies are increasingly able to understand and address the broader context of children's lives, including complex factors like domestic abuse and mental health issues, beyond immediate concerns
- **Cultural Considerations:** There is an increasing understanding of the need to consider racial, ethnic, and cultural identities and how these factors impact children and families
- **Whole Family Approach:** The understanding and application of a whole family approach to risk assessment has improved. Expanding the involvement of absent parents and extended family members will further enhance support
- **Parental Mental Health:** Increased attention to the impact of parental mental health on parenting capacity will further strengthen support

# Evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families

## Learning and Development

- **Leadership:** Senior managers across the partnership demonstrate strong safeguarding understanding, embrace innovation, and focus on continuous improvement, showing ambition and a commitment to excellence
- **Training Offer:** A comprehensive Training Needs Analysis has been completed, with 2024-25 planning underway. The multi-agency training pool remains robust, with targeted sessions addressing specific needs. Partners actively shape and deliver these opportunities, which are highly valued, as evidenced by feedback
- **Innovation:** The GP forum exemplifies how large cohorts of staff receive training on the latest safeguarding arrangements, considering changes in practice, process, and legislation
- **The Bridge Renewal Trust:** Continues to promote Basics Safeguarding Awareness Training, enhancing the knowledge of Haringey's voluntary and community sector. In 2023-24, 265 people completed the training

## Impact of Training

- All agencies are aware of and able to access the HSCP training offers
- 33 courses were provided on topics such as Learning from CSPRs, Cultural Boundaries, Thresholds, Hate Crime, and Housing Standards

- Safeguarding Level 3 was the most popular course, followed by LADO Training and Social Care Thresholds
- 7-minute briefings effectively raised awareness of issues like bruising in non-mobile babies and neglect, and the vital link between the HSCP and Haringey Academy was recognised

## Feedback

- High standards of facilitation, with attendees reporting positive impacts on their practice
- Sessions provided a safe forum for discussion and learning, with interactive elements and well-chosen scenarios
- Attendees appreciated the smaller group settings and the range of participants

## Examples of Improved Practices and Awareness

- Neglect Awareness: New guidance, toolkits, and a strategic campaign have increased awareness and early identification of neglect
- NSPCC PANTS Campaign: Promoted across schools to educate children about personal safety
- Guidance on Bruises/Injury in Non-Mobile Infants: The HSCP audited the new policy's implementation to ensure its effectiveness

- Professional Curiosity: Emphasised through Practice Week, particularly concerning absent fathers and female perpetrators
- Strengthening Representation: Improved collaboration with Housing and Education partners
- Work with North Area BCU Child Exploitation Team: Led to improvements like the Child Exploitation Policy Document, targeted operations, and the design and implementation of the Proactivity Panel

## Systems Learning Improvements

- **Rapid Reviews:** The CSPR sub-group has enhanced the effectiveness and timeliness of Rapid Response processes
- **Learning and Feedback:** Insights from Rapid Reviews and CSPRs are fed back to identify training needs
- **Performance Framework:** Further developed to monitor key priorities effectively
- **CSPR and Housing Subgroups:** Facilitated focused discussions on priorities and engaged in national efforts
- **Haringey Youth at Risk Strategy:** Workforce Development Training addressing serious youth violence was delivered in partnership with SOLVE CYVC

## Conferences and Policy Updates

- **MASA Conference:** Focused on raising mental health awareness across the partnership
- **Young People at Risk Strategy Conference:** Addressed serious youth violence, voluntary sector engagement, and Stop & Search/Missing App initiatives

- **Escalation Policy:** Recently reviewed to ensure timely and effective safeguarding responses
- **Integrated Safeguarding:** Progress made in integrating responses to domestic abuse, physical abuse, neglect, children's mental health, and contextual safeguarding through multi-agency reviews, learning events, and early intervention

## Impacting Beyond Our Boundaries

The HSCP's influence extends beyond Haringey, with cross-borough projects tackling unemployment, health disparities, poverty, and crime. Strengthened alliances and innovative, locally-led solutions continue addressing challenges affecting Haringey's children and young people.

# Analysis of any areas where there has been little or no evidence of progress on agreed priorities

Over the past year, the HSCP has made significant progress in addressing all its agreed priorities, proactively implementing action plans to enhance safeguarding practices and improve outcomes for children and families.

## Action Plans and Progress Monitoring

- The HSCP has established comprehensive action plans, regularly monitored to ensure alignment with set objectives
- Continuous evaluation and assessment processes, including audits, feedback mechanisms, and performance data, are in place to review the effectiveness of these plans, track progress, and identify emerging challenges

## Addressing Challenges

- Targeted Interventions: In areas where progress has been less evident, the HSCP has implemented targeted interventions to address specific concerns, enhance practice, close gaps, and ensure all priorities are met.

# Record of key decisions and actions including implementing the recommendations from local and national child safeguarding practice reviews and impact

Key decisions and actions	Impact
Embedding Think Family Approach Across the Partnership and Early Help	A more unified trauma informed systems-based approach across services, resulting in improved family support and better outcomes for children and adults.
Stop and Search Pilot Study	This groundbreaking work instigated and spurred on by the council's Children's Services team aims to be rolled out beyond Haringey, across the capital and even further afield.
Deliver Neglect Campaign and Strategy	This will increase awareness and understanding of neglect, leading to better identification and support for at-risk children. The toolkit's integration into training will standardised neglect responses across the partnership. Campaign launch due September 2024 is underway.
Agreed NCL Discharge Policy and Hospital Social Work Post	The policy will be disseminated across the NCL to improve discharge planning
Approval: Multi-Agency Guidance on Bruises/Injury in Non-Mobile Infants	The HSCP signed off on revisions to the multi-agency guidance addressing serious injuries in non-mobile infants. Improved protocols and responses to serious injuries in non-mobile infants, enhancing child protection measures.
Child Scrutiny Review & Action Plan on Child Poverty	Considered the findings and created a strategic framework for addressing child poverty, resulting in more accessible services and improved housing support for affected families.
Considered VAWG is Everyone's Business: Health Summit	These initiatives have strengthened the support framework for survivors of domestic abuse, promoting prevention and early intervention, and addressing perpetrator behaviour.
Improved DBS Checks and Safer Recruitment	50% of schools were visited to review practice. The standardized DBS check process will enhance safeguarding practices within schools, ensuring a safer environment for students.
Reviewed Safeguarding Concerns Relating to Strip Searches of Children	Following concerns raised by the Child Q review, the Police have reviewed their strip search practices locally and nationally enhancing the protection of children's rights and fostered better community relations in Haringey.

Key decisions and actions	Impact
Considered Prevent Work in Haringey	The Education Prevent Officer and Prevent Lead for Haringey Counter Terrorism strategy outlined ongoing efforts to counter radicalisation in collaboration with Cornell University. The multi-agency Prevent Strategy has effectively reduced radicalisation risks and provided robust support for schools and young people.
Reviewed the London Fire Brigade (LFB) Home Fire Safety Checks	LFB implemented new approach to home fire safety checks from April 2023 improving fire safety awareness and preparedness, particularly among high-risk populations with a focus on environmental sustainability.
Reviewed DfE Serious Youth Violence Research and Education	The DfE's Serious Youth Violence data was reviewed, highlighting need for safeguarding partnerships to assist in populating/sharing local intelligence. The help will inform local planning to address youth violence.
Reviewed the Police & Crime Committee – Missing Children in London Report	Revisions to the Haringey Missing Protocol and improved data sharing will strengthen the support and protection for missing children.
Requested partners to cascade learning via 7-Minute Briefings	Increased awareness and understanding of key issues and cascading learning across Partners, leading to better identification and support for at-risk children and families.
Agency Inspection Updates	Enhanced preparedness for inspections, ensuring compliance and improved service delivery. Haringey Children's Services graded "Good" by Ofsted and the Ofsted/ CQC Inspection demonstrated good practice and implementation of the SEND reforms
Development and Approval of Child Safeguarding Practice Review (CSPR) Complaints Policy	Following a cluster of complaints relating to CSPR report authors, the HSCP developed a Complaints Policy addressing a three-stage process for resolving issues providing a clear pathway to handling complaints, improving transparency and accountability.
Development of a HSCP Dispute Resolution Flow Chart	The dispute resolution flow chart complements the existing Escalation Policy. This flow chart provides clear, concise guidance on the stages of escalation for resolving disputes. The flow has streamlined dispute resolution, ensuring clear understanding and efficient handling of escalations within the partnership.
Considered Impact of Serious Youth Violence and Vision	The HSCP considered the Haringey Youth at Risk Plan and agreed to use the executive summary as a key vision to continue the focus on serious youth violence ensuring coordinated efforts across agencies.
Changes to School Nursing Attendance at CP Conferences	Improved resource allocation and clarification of school nurse roles, enhancing tailored support for children and teachers across the child protection system.
Accommodation for Asylum Seekers in Haringey	The HSCP/HSAB considered challenges around vulnerable adults processed by the Home Office being left in Haringey hotels, improving support and accommodations for vulnerable adults, ensuring safety and well-being
Consideration of a Children's Shadow Board	The HSCP discussed funding a Children's Shadow Board. Until such time as this model is funded established the HSCP agreed to draw on existing forums from ASPIRE, schools, the voluntary sector, and health. Improved youth engagement and representation in HSCP and safeguarding strategic discussions, ensuring their voices are heard.

Key decisions and actions	Impact
Implementation of the Working Together Guidance 2023	The HSCP structure was discussed during 2023-24, including roles of Lead Safeguarding Partners (LSP) and Designated Safeguarding Partners (DSPs) and agreed to retain current Executive Group, as DSPs. Role of Independent Chair will transition to Independent Scrutineer by end of 2024. The HSCP will invest in the Business Unit, expanding capacity, reviewing the budget and resources. This will lead to improved governance and support structures, ensuring compliance with the Working Together Guidance 2023.
Establishment of a CSPR Sub-Group	Enhanced oversight and monitoring of safeguarding practice reviews, ensuring timely and effective responses.
Inclusion of a Costs Column in the CSPR Tracker	Improved financial oversight and cost management for safeguarding practice reviews.
Discussion of the Right Care Right Person Initiative	The HSCP discussed this initiative, which aims to free up police officer time by reducing attendance at mental health incident calls. The initiative was agreed nationally and is being implemented locally. The HSCP agreed to monitor impact of this to ensure there are no unintended consequences.

# Key Actions and Recommendations from Local and National Child Safeguarding Practice Reviews and the Impact

## National Reviews

**Star and Arthur Review:** The HSCP has embedded the learning from these cases, addressing recommendations through systematic reviews and publishing a statement on our website.

**Impact:** Enhanced multi-agency collaboration, resource allocation, and information sharing, improving child protection measures

**National Safeguarding Practice Review into Safeguarding Children with Disabilities and Complex Needs in Residential Settings:** The review highlighted challenges such as the lack of children's voices and closed cultures. Actions taken include:

- Joint work with the ICB to review the quality of care for children placed out of the borough
- Increased advocacy capacity and collaboration with Barnardo's
- Developed 7 Key Learning points for children with disabilities in residential settings
- Strengthened LADO processes

**Impact:** Improved care and support for children with disabilities, ensuring their voices are heard. In Haringey, there is improved recognition and awareness, a slight increase in allegations against residential support staff, a significant rise in referrals concerning auxiliary staff in childcare settings, and more referrals involving unqualified or less formally trained staff

## Local Reviews

→ **Action Plans:** Significant progress has been made on the action plans of historic CSPRs, with work nearing completion. The new CSPR Sub-Group monitors Serious Incidents, Rapid Reviews, and CSPRs

→ **Impact:** Enhanced oversight and timely responses to safeguarding reviews, ensuring continuous improvement

## Safeguarding Adult Reviews (SAR)

→ **Steve SAR Report:** The HSCP reviewed the Steve SAR Report, summarising the case and its learning. The recommendations are being progressed, and the report is available on the Haringey website

→ **Impact:** Improved awareness and understanding of safeguarding adult issues, leading to better joint working and outcomes for vulnerable children and adults

→ **Impact:** Improved awareness and understanding of safeguarding adult issues, leading to better joint working and outcomes for vulnerable children and adults.

# Feedback from children and families influencing service provision

## Listening and Responding to the Voices of Children, Young People, and Families

All staff and partner agencies are responsible for listening to and responding to the voices of children, young people, and families. This makes our services more responsive, efficient, and engaging, ultimately leading to better outcomes. Staff are encouraged to attend the "Language that Cares" and "Voice of the Child" training.

## Champions Model

Young People Champions, each representing a crucial aspect of our vision:

- **Transitional Safeguarding:** Ensuring smooth, safe transitions into new life phases
- **Accommodation and Life Skills:** Navigating housing and life skills, supporting independent living
- **Education, Training, and Employment:** Guiding young people toward education, training, and employment opportunities
- **Health and Emotional Well-being:** Supporting physical and emotional well-being, empowering young people to lead healthy, happy lives

## Capturing the Voices and Lived Experiences of Young People

- **S11 Audits:** This year's audits show significant progress in integrating young people's voices into practice, with innovations like a child-friendly complaints process positively influencing services

- **Children in Care Reviews:** Encouraging children and young people to chair their own reviews where appropriate
- **Voice of the Child:** Reinforced focus on capturing the voice of children, especially those with neurodiversity

## Youth Engagement Initiatives

- **Aspire Group:** A youth-led group for those aged 9-25 in care or leaving care, meeting monthly to engage with leadership and discuss emerging themes, now with approximately 50 participants
- **Child-Friendly Complaints Process:** North Middlesex Hospital's child-friendly complaints process has led to positive outcomes, with case examples demonstrating its impact
- **IT Adaptations:** Updated systems to facilitate better recording of the Voice of the Child, improving staff's ability to capture and use feedback effectively

## Education and Feedback Mechanisms

- **Feedback Systems:** Anonymous questionnaires and pupil voice initiatives gather feedback from children
- **Safeguarding Audits:** Now include pupil views as part of comprehensive assessments
- **VAWG Initiative:** Pupils actively shape the Violence Against Women and Girls (VAWG) Met Police promise initiative, ensuring relevant and impactful measures

## Strategic Planning and Impact

- **Strategic Integration:** Feedback from children and families is reviewed and integrated into strategic planning, ensuring policies are responsive to evolving needs
- **Youth Justice Service:** Exit questionnaires show that 87% of young people felt involved in their plans
- **Early Help:** Feedback from families is collected via questionnaires and follow-up calls, driving service improvements
- **SEND Participation:** The SEND youth participation team, Elevated Youth, regularly updates the Haringey SEND executive, ensuring service developments reflect user perspectives
- **Probation Service:** Annual Offender Surveys lead to improvements in sentence planning and increased service user involvement

## Learning

While jargon use has decreased, terms like LAC, NEET, ICO, and ICPC are still not always understood by children and may need further simplification.

### Children and Young People's Contributions – What They Said

- Thanks for helping me with my family and helping with trust."
- "I now think about what will happen in the future, caring about my education and thinking about my family."
- "I cannot wait until the next session"
- "I wanted easier access to leisure activities in the borough" (Response: All children in care and young care leavers in Haringey now have free swimming lessons and gym memberships)
- "Staff teach us to be kind" (The Anchor Approach and gender empowerment programme in Haringey schools)

# Funding Arrangements

## Funding and Financial Contributions

Working Together 2023 mandates that funding from safeguarding partners should be equitable and agreed upon by the Partnership. The annual report must include a breakdown of costs for delivering the arrangements, detailing individual partners' financial contributions, any changes to funding, and an assessment of the impact and value for money.

## Partner Contributions and Budget Overview

In 2023-24, partner agencies continued to contribute to the HSCP budget, both financially and through 'in-kind' support. Efforts are ongoing to address equitable funding across the Partnership. Partners have found innovative ways to contribute, such as seconding a police staff member to the HSCP for 2.5 days per week, facilitating training, chairing sub-groups, and engaging in broader partnership work.

The partners in Haringey acknowledge the financial challenges frontline services face, the increasing complexity of need, demand, and reduced central government funding.

## Financial Summary

The total cost of delivering the HSCP arrangements for 2023-24 was £265,543, reflecting good value for money for Haringey residents through high-quality partnership work and community benefits. Individual partner contributions totalled £218,243, with the only significant change being the absence of a contribution from the London Fire Brigade this year. The HSCP is assessed to provide good value for money, reducing costs through a new approach to CSPRs. Salaries, the largest expense, are determined by market data, skills, and experience. The MASA venue was accessible this year, with no additional costs incurred for speakers.

HARINGEY SAFEGUARDING CHILDREN'S PARTNERSHIP OUTTURN REPORT 2023/24			
Description	Outturn	Description	Outturn
<b>INCOME</b>		<b>EXPENDITURE</b>	
Contribution from Strategic Partners		Employee Costs	
Haringey Council	184,137	Business Support Unit Staffing Costs including Independent Scouting	244,874
Police (Mayors Office for Policing & Crime)	5,000		244,874
Health Authority		Supplies & Services	
NHS North Central London ICB	5,115	Office Expenses	14,578
NHS North Central London ICB	4,300	Serious Case Review/SPRs	15,799
Barnet, Enfield & Haringey MHT	5,115	Conference Expenses	1,335
Whittington Hospital Trust	5,115	Total Supplies & Services	31,712
North Middlesex University Hospital	5,115	Third Party Payments	
	213,897	Website Design & Maintenance	2,007
Local Strategic Partnership		Total Third Party Payments	2,007
National Probation Service London	2,846	<b>TOTAL EXPENDITURE</b>	
Tottenham Hotspur	1,500	<b>265,543</b>	
	4,346		
Total Strategic Partners	198,243		
Government Grants			
Grant - Dept Educ & Skills : General	47,300		
	47,300		
<b>TOTAL INCOME</b>	<b>265,543</b>		

# Representation and input of education at both the operational and strategic levels of the arrangements

Schools, colleges, early years and childcare settings, and other educational providers (including alternative provision) play a crucial role in safeguarding children. Education is well-represented across the HSCP, and initiatives in 2023-24 have significantly strengthened the safeguarding framework within schools, fostering a culture of continuous improvement and collaboration.

## Key updates in the 2023-24 period

- An Education Consultant, a former headteacher, was invited to the Partnership and Leadership Group to enhance school involvement in decision-making and to liaise with and represent schools' views. Further engagement with other headteachers is planned
- Established the DSL Network, meeting four times annually, with participation from nearly all schools, creating a strong collaborative platform
- Developed the bi-monthly Haringey Safeguarding newsletter, distributed to all DSLs and headteachers, providing valuable information and resources for safeguarding practices
- Appointed an Education Local Authority Designated Officer (LADO)

## Engagement and Collaboration at the Operational Level

- HSCP education representatives are present in all sub-groups and networks, including multi-agency auditing groups, practice weeks, and conferences
- Safeguarding audits are systematically conducted across all educational settings in Haringey, involving a full day at each school, leading to consistent improvements

- Schools are supported to ensure their policies align with MASA arrangements and relevant legislation
- Staff and governor training is provided to meet local and national safeguarding requirements
- DSLs and designated teachers receive training from HSCP, fostering a shared understanding of levels of need and responses
- The HSCP Escalation Policy is in place for schools, with evidence of its effective use

## Strategic Level Engagement

- Education providers have a voice at the strategic decision-making level, with education representatives on the HSCP leadership group providing updates to the HSCP Executive
- Feedback from children, young people, and families, captured through education representatives, is integrated into strategic planning

## Forward Plan

- Enhance the representation of Education at the highest level of strategic decision-making, reflecting this in our structure and MASA
- Implement WT 2023 guidance about Education
- Continue safeguarding audits, which play a pivotal role in driving ongoing improvements within schools

# Data and Information Sharing: Learning, Practice and Outcomes

The HSCP has effectively managed its performance against the Business Plan through a comprehensive set of Key Performance Indicators (KPIs). These KPIs are drawn from various sources, including multi-agency local service data and publicly available national indicators. The selected Performance Indicators align closely with the HSCP's business priorities, offering a clear measure of progress and facilitating comparison with past performance. The KPIs are reported quarterly.

Partner agencies have positively received the continued development of the HSCP Performance Framework. This framework, aligned with HSCP priorities, was developed collaboratively, with input from all relevant stakeholders. The HSCP has fostered a sense of responsibility and ownership among partners by involving agencies in the decision-making process regarding data collection. This collaborative approach ensures that the data collected reflects current safeguarding trends and aligns with government data requirements. The Performance Framework will continue to evolve to capture current safeguarding trends, align with government data requirements, and incorporate data and narratives that agencies feel the partnership should be aware of.

The framework is regularly reviewed and discussed at the Quality, Performance, and Outcomes (QPO) meetings. This process has proven beneficial for encouraging learning and enhancing practice. By identifying patterns and trends, partners can develop timely and effective responses to emerging needs. The data and accompanying narrative clearly understand what works well and highlight areas requiring further attention.

**Additional Agency Indicators:** New Neglect and Domestic Abuse indicators are being integrated into the Performance Framework. These enhancements, prompted by Practice Week recommendations, aim to offer a more comprehensive understanding of safeguarding trends and support more targeted interventions.

## Information Sharing and Its Impact on Practice

→ The MASH arrangement continues to work well, with good, proactive communication and information sharing occurring daily. The MASH is now widely recognised as the "front door" between partner agencies, and MASH

colleagues are regularly approached by front-line staff for advice and guidance on a range of safeguarding issues.

- Partner agencies referred to the 'Ask the AD' sessions facilitated by Children's Social Care. Partner agencies have been invited to attend some of the sessions to highlight areas of development in their settings, share examples of what is working well, promote new support services in the community and be open to challenges. On average, these weekly sessions are attended by 100+ professionals.
- Whittington Health confirmed that their database had been further developed, so information sharing has now improved. Health visitor and GP meetings have been embedded and are a positive arena for sharing information.
- The National Probation Service (NPS) representative highlighted a pilot scheme that is taking place in a neighbouring borough where their service has closer links to the MASH. NPS is currently exploring how to replicate this in Haringey to enable an even better network

### Other areas where the partnership provided evidence of positive information sharing were:

- Child in Need Meetings, Child Protection Conferences, Child in Care Reviews, Rapid Reviews, Safeguarding Practice Reviews, MASH Operational Group, The GP Forum

Challenges in information sharing have arisen from specific circumstances, such as discharge planning, unclear email communication, or a need to understand better when and how to share information about children, young people, and their families. Addressing these challenges remains a priority for the HSCP. An example of progress made through data and information sharing is seen in the analysis of GP referrals in the Multi-Agency Safeguarding Hub (MASH). This assessed the process and identified improvements in how GPs could improve their referrals and how often GPs received feedback after making a referral. This audit aimed to enhance communication in both directions, with the findings shared at the GP Forum

# Impact and Learning from Independent Scrutiny

## Independent Scrutiny Arrangements: The HSPC Chair and scrutineer

- Attends the HSPC Executive and Leadership groups. contributed constructively during the review of findings
- Led challenge and support sessions during the Section 11 audit
- Opened Practice Week and Co-chaired joint adults board multi-agency meetings, raising key issues such as transitional safeguarding (convenes twice a year)

## Section 11 audit and Support and Challenge Sessions

The Section 11 (s11) audit assesses the effectiveness of safeguarding efforts by key organisations in the borough. Under the Children Act 2004, key organisations must self-assess their compliance with safeguarding standards. The HSCP monitors and evaluates these self-assessments, advising organisations on necessary improvements. The audit process includes submitting evidence, creating action plans, and scrutinising and challenging the final S11 findings.

Agencies were scrutinised during support and challenge sessions, where they reflected on their safeguarding governance, processes, and practices. The purpose was to interrogate the evidence provided by partners, identify areas for improvement, and highlight good practice where positive outcomes for children were evidenced.

## Section 11 Strengths across the Partnership 2023 and Scrutineer Feedback

- **Excellent Leadership and staff commitment to safeguarding:** Partners demonstrated a strong commitment to safeguarding via dedicated safeguarding teams/ officers' who provided clear accountable governance processes.
- Clear priorities for safeguarding and promoting the welfare of children:** Partners demonstrated commitment to safeguarding policies and procedures

aligned with national guidance and local inter-agency protocols

- **Voice of the Child and Family:** Innovative work was highlighted to embed the "Voice of the Child further," "Lived Experience of the Child," and "Think Family" approaches across the partnership
- **Safeguarding Training:** All partners met the benchmark for staff safeguarding training
- **Safer recruitment:** Agencies revisited recruitment processes, allegations policies, and DBS checks, maintaining positive relationships with the LADO
- **Robust multi-agency sharing of information and data:** Including MASH arrangements, ask the AD sessions facilitated by Children's Social Care, improved database systems to improve information sharing and pilot schemes to strengthen links between Partners.

## Learning and Some Recommendations for the HSCP

1. Continue embedding the Neglect Guidance, Toolkit, Checklist, and promote the Neglect Strategy across the partnership
2. Improve links between agencies working with children, young people, and GPs, especially when cases are closed, ensuring GPs have up-to-date information
3. Promote HSCP training across various agencies
4. Implement local changes to practice and processes following the publication of Working Together 2023
5. Explore the possibility of replicating National Probation Service (NPS) work with neighbouring boroughs to improve information sharing with MASH
6. Develop closer links with the voluntary sector and faith groups across the borough
7. Ensure active Housing representation and engagement in HSCP subgroups and safeguarding workgroups

## Going forward

Plans are in place to expand the scrutineer function in line with WT 2023. We aim to extend this approach across the partnership by building on the successful model of the Education Consultant's scrutiny role within the education sector where they regularly meet with staff and pupils as well as carrying out observations of practice. This will involve visiting partner agencies, observing practice, engaging with staff, and speaking to children and young people while liaising on important issues on behalf of the partnership.

# Additional Scrutiny and External Assurance – Evidence of Impact and Outcomes

## Haringey Children and Young People Service in 2023

### Ofsted Inspection of Haringey Children's Services

In 2023, Ofsted inspectors rated Haringey Children's Services as "Good" for the first time. Focused on Children's Services, this achievement reflects the support and engagement of all partner agencies. Ofsted praised the strength of leadership and partnership in Haringey:

- "Staff at all levels are proud to work for Haringey, with a culture of appreciation, kindness, and support firmly embedded. Leaders care about their staff, listen, and take action, creating a loyal workforce with a strong sense of 'family.' This emotional safety enables staff to practice confidently and persistently, effecting change for children in challenging circumstances."
- "Leaders have collaborated with partners to set and pursue shared priorities informed by the experiences of local children and families, strengthening relationships and joint work across sectors. There is evidence of constructive professional challenge, joint training, auditing, and ongoing discussions to enhance multi-agency collaboration with justice, health, and education colleagues."
- "Mature relationships, underpinned by trust, enable leaders and elected members to hold each other accountable." [Full report here](#)

## Haringey Rated Highest for SEND Services in 2024

Haringey achieved the highest rating for delivering high-quality services for young people with Special Educational Needs and Disabilities (SEND) following a joint inspection by Ofsted and the Care Quality Commission (CQC). The report commended Haringey's commitment to inclusivity and the collaboration between the council, NHS North Central London Integrated Care Board (ICB), and education,

health, and care partners:

- "The voices and opinions of families 'are heard and acted on' by leaders who are 'ambitious and focused on improving the lives of children and young people.'"
- "Children and young people with SEND and their families benefit from a culture of listening, flexibility, and cooperation from professionals who prioritise their best interests. The outcomes and experiences of the most vulnerable are central to planning and decision-making in Haringey." [Full report here](#)

## Youth Justice Service

In May 2023, an external diagnostic review of the YJS, commissioned by the Assistant Director for Early Help, Prevention, and SEND, was conducted by experienced Youth Justice leaders. The review informed the development of the YJS's priorities and operational Improvement Plan for 2023-2025.

## Probation

The P Haringey Probation staff regularly audit child protection reviews, ensuring safeguarding checks are completed and required flags are updated in the case management system. They also complete an Offender Survey - the main findings from the last survey were to improve the way in which the service completes initial sentence plans and to further increase service user involvement in this process.

## Whittington CQC Inspection

In January 2023, the CQC rated Whittington Hospital's maternity services as 'requiring improvement.' A robust action plan is now in place, with progress reports regularly provided to the HSCP for assurance throughout 2023-24.

## Metropolitan Police Service (MPS)

The Metropolitan Police Service continued to adhere to their new Performance Framework for Child Protection and Child Abuse investigations. The monthly audit regime led by the Public Protection Delivery Group remains ongoing. It includes the specific requirement to consider the Voice of the Child in every case, every time. Audits are carried out by the Dedicated Inspection Team (DIT).

To ensure the most appropriate and effective case disposal outcome for offenders of child abuse offences. NA BCU CAIT team is developing a new quarterly multiagency scrutiny panel with internal and external partners, including colleagues from North West BCU, the Met Police Continuous Improvement Team and Crown Prosecution Service. The purpose is to review and scrutinise outcomes of child abuse investigations when out of court disposal is used. The pilot of the panel was scheduled for July 2023.

## Internal Audits

Internal audits take place by a MPS dedicated inspection team across all investigations to provide feedback and learning where appropriate.

## Inspection

Internal audits by the MPS's dedicated inspection team provide feedback and learning across all investigations. The Operation Aegis Team, part of an organisation-wide improvement project, delivered deep-dive reviews, enhanced support, and coaching to officers, focusing on risk assessments and investigative strategies.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services recommendations / inspection on MPS's handling of the sexual and criminal exploitation of children

In response to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) recommendations, the North Area BCU improved its management of Missing Children by implementing a new Child Exploitation/Missing Person Joint Working Protocol in January 2024:

- Children who are missing and at risk of exploitation are now deemed high risk, leading to a significant increase in cases
- A designated officer is available daily to assist in locating and safeguarding children under the direction of the missing person unit DS
- The protocol has improved capacity and collaboration between the Child Exploitation Team and the Missing Person Unit
- All Child Exploitation team officers will receive bespoke training to manage and progress high-risk missing persons cases

# Updates to the published arrangement with the proposed timescale for implementation

The HSCP Multi-Agency Safeguarding Arrangements (MASA) document is currently under review to align with the new Working Together to Safeguard Children 2023 national requirements. The HSCP Chair has provided partners with an overview of the key changes.

In line with the WT 2023 guidance, the HSCP have spent time considering the substantive changes to the MASA to strengthen how local arrangements (the local authorities, integrated care board and the police) work to safeguard and protect children locally, including with our partner agencies. Changes include:

- Clarifying the roles and responsibilities of safeguarding partners, distinguishing between Lead Safeguarding Partners (LSPs) and Delegated Safeguarding Partners (DSPs). Partners identified the senior leaders who are likely to take the role of LSP for their sector and the options for the engagement between the DSPs and LSPs
- Introducing a new partnership chair role
- Emphasising the role of Education in safeguarding arrangements. The HSCP are committed to strengthening Education's role as a key strategic partner in the HSCP Executive group and further strengthening relationships between Health and Education. The HSCP assessed that Haringey is in a position of strength to build and elevate the roles of schools and is ahead of the curve due to an existing Education Consultant within the Leadership group and strong existing links to schools and the close working relationship between Children's Social Care and the DSL network. Additionally, strong links exist in Haringey to the DfE Pathfinder Group; Families First for Children, who are exploring the roles of Education and Safeguarding.
- Independent scrutiny and the Executive agreed to further invest in this function.

→ Funding; and

→ Reporting.

The HSCP is further considering the importance of voluntary, charity, and social enterprise (VCSE) organisations within arrangements to improve oversight, engagement, and consistency. It is taking steps to consider naming and engaging voluntary, charity, and social enterprise organisations and sports clubs, as well as even more direct communication with our Health Providers and to establish a full Children's Shadow Board. The HSCP will revise the Terms of Reference for all sub-groups and update policy and procedures to reflect the changes.

The HSCP Executive held extraordinary meetings in 2023 and 2024 to thoroughly discuss the implementation of the new WT Guidance and MASA. The Leadership group continues to prioritise this topic as a standing agenda item. Executive meetings have been extended to support the transition, and an Implementation Action Plan was developed.

The revised MASA arrangements will be published and officially unveiled at an in-person workshop and launch event, after which the updated arrangements will be submitted to the Department for Education (DfE).

# Implementation of National Reforms: Key Actions and Challenges

## Embedding National Reforms: Key Highlights

- **Updates on New Guidance:** Partners have been informed about the new Working Together to Safeguard Children 2023 guidelines
- **Ofsted/CQC Inspection:** Demonstrates effective implementation of SEND reforms and good practice
- **Education:**
  - Schools have successfully implemented several national reforms, maintaining high safeguarding standards.
  - A Model Safeguarding Policy has been provided for all schools, ensuring consistency and alignment with national guidelines.
  - Implementation of Keeping Children Safe in Education (KCSIE) 2023 included multiple training sessions to ensure staff understand their responsibilities and the new standards
  - Targeted support was provided for schools responding to gender-questioning guidance, ensuring sensitive and effective handling of queries
  - Schools have begun strengthening collaborative efforts with external agencies, in line with WT 2023 guidance
- **North Middlesex Hospital:** The safeguarding children's team has increased oversight of young people, offering staff support and training to raise awareness of vulnerabilities and new reforms
- **Whittington Health:** Policies have been updated to align with WT 2023 guidance
- **Marriage & Civic Partnership Guidance:** Updated by the Marriage & Civic Partnership (Minimum Age) Act of 2022, raising the minimum age requirement
- **Threshold Matrix - London Safeguarding Children Procedures:** Changes were circulated, and workshops were held to address key areas. MASH received

training, and the Threshold document was reviewed and approved

- **Child Safeguarding Practice Review Panel:** HSCP informed members about the national review into child sexual abuse within the family environment, sharing terms of reference and main lines of enquiry
- **PIPoT Protocol/Guidance:** A presentation on managing allegations against Persons in positions of trust (PIPoT) emphasised the requirements of the Care Act 2014. Agencies were reminded to have their PIPoT Policy & Procedures in place by July 2024
- **Pan London Accommodation Protocol for Children Leaving Custody:** This pathway was implemented, and HSCP Members were briefed on it. There is an interim evaluation and an audit is currently underway of the children accessing the pathway and accommodation.
- **Safeguarding Children with Disabilities and Complex Health Needs:** HSCP conducted a thorough review of local and national learning, completed an assurance report on independent visits to all Haringey children, and circulated a seven-point briefing to partners

## Challenges Addressed

- Adapting the Education Model Safeguarding Policy required targeted support for schools to update their procedures.
- Integrating the new KCSIE 2023 requirements posed challenges, particularly in delivering comprehensive staff training within tight timelines. A phased training approach was implemented to ensure compliance and deeper understanding over time

The HSCP remains committed to embedding national reforms through effective information sharing, regular updates, continuous monitoring, and evaluation processes

# HSCP Business Plan for 2024 – 2027

Our Business Plan aims to ensure that the partnership oversees and advances improvements in its core business. The Business Plan and work programme was developed in partnership with all agencies and will continued to progress a range of improvements. The Business Plan is supported by an Action Plan which will be monitored by the Quality, Performance and Outcomes subgroup and ultimately the Executive Group.

Impact beyond our boundaries - While much of the Partnership's focus is support to our resident population, our impact reaches beyond that, and will continue to do so in the coming years. The HSCP is committed to efficiency, integration and building and sharing good practice.

## 2024-27 Key priorities

### Children impacted by mental ill health

**Rationale:** The 2019 Haringey JSNA reports that 4800 children aged 5-15 and 5700 young people aged 16-25 in Haringey are estimated to have diagnosable mental health conditions. Local learning from reviews highlights the vulnerability of these children and young people, their increased risk of exploitation and the need for stronger, child-focussed safeguarding approaches within complex family situations and partnership working.

### Children affected by neglect

**Rationale:** Neglect has been at the forefront of the work the Partnership has undertaken. Our mission is to: Tackle Neglect at the earliest opportunity, prevent Neglect having a long-term impact and improve the lives of children and young people who are at risk of or have experienced neglect. Work is needed to continue to embed the newly reviewed HSCP Neglect Strategy, guidance, toolkit and checklist.

### Children affected by domestic abuse

**Rationale:** Children affected by domestic abuse can experience long and short terms physical and mental health challenges. The Children's Commissioner Vulnerability Profile projects that the % of children in households where an adult experienced domestic abuse in the last year is 8.55%. Haringey's rate of domestic violence with injury is slightly above the London. The HSPC has worked in 2022-24 in response to the National Review regarding Arthur Labinjo-Hughes and Star Robson and the Domestic Abuse Act 202 and have agreed to continue working on improving outcomes for children impacted by domestic abuse

#### Within each of the above priority areas there are golden threads:

- the voice of the child
- harmful behaviours
- the impact on housing and education.
- the impact of the Think Family approach and
- joint working of the HSCP and Haringey Safeguarding Adults Board (HSAB).

# Glossary

**AD** - Assistant Director

**BC** - Borough Commander

**CAFCASS** - The Children and Family Court Advisory and Support Service

**CAIT** – Child Abuse Investigation Team

**CAMHS** - Child and Adolescent Mental Health Services

**CCE** - Child Criminal Exploitation

**CDOP** - Child Death Overview Panel

**CDR** - Child Death Review arrangements

**CRC** - Community Rehabilitation Company

**CSC** - Children's Social Care

**CSE** - Child Sexual Exploitation

**CSP** - Community Safety Partnership

**CYP** - Children and Young People

**DCI** - Detective Chief Inspector

**DCS** - Director Children's Services

**DSP** – Delegated Safeguarding Partner

**EDT** - Emergency Duty Team

**EFH** - Extra Familial Harm

**EH** - Early Help

**FGM** - Female Genital Mutilation

**HSCP** - Haringey Safeguarding Children Partnership

**ICB** - Integrated Care Board

**JTAI** - Joint Targeted Area Inspection

**LA** - Local Authority

**LAC** - Looked After Child

**LCSPR** - Local Child Safeguarding Practice Reviews

**LSCB** - Local Safeguarding Children's Board

**LSP** - Lead Safeguarding Partner

**MACE** - Multi-Agency (meeting for) Criminal Exploitation

**MASA** - Multi-Agency Safeguarding Arrangements

**MARAC** - Multi-Agency Risk Assessment Conference

**MASH** - Multi-Agency Safeguarding Hub

**MOPAC** - Mayors Office for Policing and Community

**MPS** - Metropolitan Police Service NCL

**NPS** - National Probation Service

**NCL** - North Central London (Haringey-Enfield-Barnet-Camden-Islington)

**NHS** - National Health Service

**OFSTED** - Office for Standards in Education, Children's Services and Skills

**SAB** - Safeguarding Adults Board

**SCR** - Serious Case Review

**SEMH** – Social, Emotional and Mental Health

**SEND** - Special Educational Needs and Disability

**SYV** – Serious Youth Violence

**SSPM** - Strategic Safeguarding Partnership Manager

**VVE** – Violence, Vulnerability and Exploitation

**WT 2018-2023** - Working Together to Safeguard Children 2018-2023

**YJS** - Youth Justice Service

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**Report for:** Children and Young People's Panel, 19 November 2024

**Item number:** 8

**Title:** Scrutiny of the 2025/26 Draft Budget and Medium Term Financial Strategy 2025/2030

**Report authorised by:** Taryn Eves, Director of Finance and Section 151 Officer

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

**Ward(s) affected:** N/A

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

## **1. Describe the issue under consideration**

- 1.1 To consider and comment on the Council's Draft 2025-26 Budget and 2025-2030 Medium Term Financial Strategy Report proposals relating to the Scrutiny Panels' and Scrutiny Committee remit.

## **2. Recommendations**

- 2.1 That the Panels and Committee scrutinise the proposals presented in the report attached in Appendix 1 and provide recommendations on the Budget proposals to the Overview and Scrutiny Committee (OSC) Committee on 20 January 2025.

## **3. Background information**

- 3.1 The Council's Overview and Scrutiny Procedure Rules (Constitution, Part 4, Section G) state: "The Overview and Scrutiny Committee shall undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol covering the Overview and Scrutiny Committee".
- 3.2 Also laid out in this section is that "the Chair of the Budget Scrutiny Review process will be drawn from among the opposition party Councillors sitting on the Overview and Scrutiny Committee. The Overview and Scrutiny Committee shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 6.5 of the Constitution".

## **4. Overview and Scrutiny Protocol**

- 4.1 The Overview and Scrutiny Protocol lays out the process of Budget Scrutiny and includes the following points:

- a. The budget shall be scrutinised by each Scrutiny Review Panel, in their respective areas. Their recommendations shall go to the OSC for approval. The areas of the budget which are not covered by the Scrutiny Review Panels shall be considered by the main OSC.
- b. A lead OSC member from the largest opposition group shall be responsible for the co-ordination of the Budget Scrutiny process and recommendations made by respective Scrutiny Review Panels relating to the budget.
- c. Overseen by the lead member referred to in paragraph 4.1.b, each Scrutiny Review Panel shall hold a meeting following the release of the Draft Budget/MTFS Cabinet paper. Each Panel shall consider the proposals in this report, for their respective areas. The Scrutiny Review Panels may request that the Cabinet Member for Finance and/or Senior Officers attend these meetings to answer questions.
- d. Each Scrutiny Review Panel shall submit their final budget scrutiny report to the OSC meeting on 20 January 2025 containing their recommendations/proposals in respect of the budget for ratification by the OSC.
- e. The recommendations from the Budget Scrutiny process, ratified by the OSC, shall be fed back to Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/proposals made by the OSC in relation to the budget.

**5. 2025/26 Draft Budget and MTFS 2025/30 – Key Messages from report presented to Cabinet on 12/11/2024 (Appendix 1 to this report)**

**Introduction / Background**

- 5.1 The main purpose of this report is to specifically update on the budget preparations for 2025/26 and with a focus on the General Fund. Further updates on the Housing Revenue Account and Dedicated Schools Budget will be presented to Cabinet in December 2024.
- 5.2 It sets out the latest information and based on the most up to date assumptions that underpin the budget and sets out the details of the draft revenue and capital proposals for balancing the budget and Capital Programme for 2025/26. Proposed budget reductions are being launched for consultation and scrutiny. The feedback from the consultation will be considered in developing the final draft budget that will be presented to Cabinet in February 2025.
- 5.3 The last update was published in March 2024 and showed an estimated £14m budget gap for 2025/26. This report describes how the current forecasts have moved and what the key drivers for the revised position are. The most significant movement has been the increase in both demand and costs of providing social care services and addressing homelessness. Acknowledging and providing for this, is vital to enable the Council to continue to provide services to the most vulnerable requiring extra support and help to both manage risk and prevent escalation of need. This has led to an additional £39.6m

needed for next years' service budgets with consequential impact on increasing the budget gap. Extensive modelling has been undertaken to arrive at this figure which represents the current best assumption. This is an extremely volatile landscape that the Council is operating within. These figures will be kept under review right up to the presentation of the final Budget to Cabinet in February 2025.

- 5.4 Whilst there have been improvements to the macroeconomic position such as underlying inflation now close to the target of 2%, this isn't translating into similar reductions in costs in particular social care placement costs for adults and children. The Bank of England base rate fell by 0.25% in August and, while estimates are that this will continue to fall, it is unlikely to be at pace and therefore there is likely to be little improvement in borrowing costs in the short to medium term.
- 5.5 The Autumn Budget took place on 30 October; the Office for Budget Responsibility (OBR) also published its updated economic and fiscal outlook for the next 5 years. The Budget announced £1.3bn new grant funding for local government in 2025/26, £600m of which will be earmarked for social care. While new funding is positive, the distribution methodology is as yet unknown and any additional funding will not meet the significant increase in financial pressures set out in this report.
- 5.6 As highlighted in previous reports, the reserve balances of the authority are unsustainably low and do not provide the capacity to bridge the forecast budget gap.
- 5.7 In summary, despite the work undertaken over the last 6 months, the 2025/26 budget update presented in this report is still not balanced with a remaining budget gap of £32m, even if all the proposals in this report are agreed. Therefore, there is considerable further work to be undertaken between now and 3 March when next year's budget is agreed. This will include lobbying central government for additional funding; looking at additional cost reductions and ensuring value for money is achieved for each pound spent; income generation strategies and wider transformation. Despite these significant challenges, in 2025/26, the Council is expected to still be setting a balanced net budget in March that will result in spending of almost £310m on day-to-day services to our 264,000 residents and which is an increase on the current year.

### **Key Assumptions**

- 5.8 The following summarise the funding assumptions included in the draft 2025/26 Budget report considered by Cabinet on 12 November:
- Government funding for 2025/26 will be in line with that of 2024/25. Due to timing this has not yet been adjusted to reflect the impact of announcements made in the Autumn Budget Statement
  - Main Council Tax will increase by 1.99% and Adult Social Care precept by 3% (total 4.99%) for 2025/26
  - Bank of England base rate remains at or around 5%

- Inflation – assumptions vary according to the contract type and the market in which we are operating (see paragraphs 12.13 – 12.16)
- £39.6m budget built in for additional evidenced budgetary pressures
- No allowance for non-evidenced budgetary growth
- Previously agreed savings for 2025-2029 will be delivered in full, albeit there may be some delay in full delivery (see paragraph 12.24)

### **Next Steps**

- 5.9 The report is clear that that the Council still has at least £32m of budget reductions to identify before a balanced budget for 2025/26 can be approved in March 2025 and this assumes that all the proposed budget reductions set out in this report are agreed following the consultation period. Any reductions not taken forward following consultation will need to be replaced with alternative savings on a £ for £ basis.
- 5.10 All services must continue to identify additional budget reduction proposals. The focus will be on efficiencies and management actions and mitigations to reduce the £39.6m of demand pressures that do not impact on outcomes for residents but with a gap remaining of this size, reductions in service provision cannot be ruled out at this stage.
- 5.11 The next update will be presented to Cabinet on 12 December 2024, which will also include any detailed financial implications for Haringey from the Budget Statement on 30 October if more becomes known when the Policy Statement is published by Government in November.

### **Financial Position for 2026/27 Onwards**

- 5.12 The report is clear that the focus of this report has been on preparations for the 2025/26 budget but a review of the assumptions across the next five years has also been undertaken.
- 5.13 Financial planning across the medium term is more difficult for the reasons set out in the report but the latest position shows that assuming a balanced budget is set for 2025/26, there will remain an estimated cumulative budget gap of £132.8m by 2029/30.
- 5.14 Budget planning for these future years will need to commence shortly. This will continue to identify efficiencies across all services, and this will be an integral part of the annual financial planning process because the Council will need to continue to demonstrate that every £ spent is offering the best value for money. The transformational changes that are also needed take longer to identify and implement and will focus around the areas set out in paragraphs 14.8 – 14.10 of the report.

### **Capital Programme Update (Section 15)**

- 5.15 Given the Council's challenging financial position, over the summer the existing capital programme has been reviewed to ensure that the schemes within it continue to contribute to the Corporate Delivery Plan and are essential. As a

result of this exercise, there are a number of schemes that are proposed for removing from the existing programme and these are summarised in Table 7 and set out in detail in Appendix 3.

- 5.16 Each year, there will also be a need for new capital investment and for 2025/26 this has been limited to only essential spending required for health and safety, maintenance and maintaining essential services and largely relates to the maintenance of the Council's highways infrastructure, operation and commercial estate. Capital investment can provide opportunities to delivery revenue savings or additional income and for 2025/26, it is proposed to invest in the Council's digital technology which will improve the efficiency across a range of services as well as improve the customer experience. Full details are set out in Appendix 3.

#### **Risk Management (Section 18)**

- 5.17 The report outlines the known risks and uncertainties in paragraphs 18.6 – 18.17 and provides details of current estimates and assumptions on corporate contingency and reserves.
- 5.18 Paragraphs 18.19 and 18.20 emphasise that Council reserve balances remain unsustainably low.

#### **Report Appendices (1, 2, 3)**

- 5.19 Appendix 1 summarises the additional budget proposed to be added to 2025/26 to address evidenced forecast pressures. These sums are over and above the £10.4m already assumed from last year's financial planning process for service pressures.
- 5.20 Appendix 2 – summarises new proposed savings and management actions for 2025/26 and beyond.
- 5.21 Appendix 3 – summarises the proposed changes to the Capital Programme 2025/26-2029/30

### **6 Further Useful Background Material**

- 6.1 **Document A** is an aide memoire to assist with the scrutiny of budget proposals including possible key lines of enquiry. This report is specifically concerned with Stage 1 (planning and setting the budget) as a key part of the overall annual financial scrutiny activity.
- 6.2 **Document B** 3 lists the previously agreed MTFs savings relevant to each Panel/Committee and details progress of delivery as at Q1 23/24.
- 6.3 The Finance Update report presented to Cabinet in September can be accessed [Here](#). It provides the forecast outturn position as at Quarter One.
- 6.4 The Council's 2024/25 Budget Book provides details of service budgets for the current year. It can be accessed [Here](#).

## **7 Contribution to strategic outcomes**

- 7.1 The Budget Scrutiny process for 2024/25 will contribute to strategic outcomes relating to all Council priorities.

## **8.0 Statutory Officers comments**

### **Finance**

- 8.1 There are no financial implications arising directly from this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

### **Legal**

- 9.2 There are no immediate legal implications arising from this report.
- 9.3 In accordance with the Council's Constitution (Part 4, Section G), the Overview and Scrutiny Committee should undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol, which is outside the Council's constitution, covering the Overview and Scrutiny Committee.

### **Equality**

- 9.4 The draft Borough Plan sets out the Council's overarching commitment to tackling poverty and inequality and to working towards a fairer Borough.
- 9.5 The Council is also bound by the Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
  - Advance equality of opportunity between people who share those protected characteristics and people who do not
  - Foster good relations between people who share those characteristics and people who do not.
- 9.6 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 9.7 Further equalities comments are provided in Appendix 1.

## **10. Use of Appendices and Other Appended Documents**

Appendix 1 – 2025/26 Draft Budget and MTFS 2025/30 Report (12 November 2024 Cabinet) + 3 Appendices

Document A – Key lines of enquiry for budget setting

Document B – Previously agreed savings 2024/25 – 2028/29 per O&S Panel/Cttee

**11. Local Government (Access to Information) Act 1985**

None.

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**Report for:** Cabinet 12 November 2024

**Title:** Draft 2025-26 Budget and 2025-2030 Medium Term Financial Strategy Report

**Report authorised by :** Taryn Eves, Director of Finance

**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. The main purpose of this report is to specifically update on the budget preparations for 2025/26 and with a focus on the General Fund. Further updates on the Housing Revenue Account and Dedicated Schools Budget will be presented to Cabinet in December 2024.
- 1.2. It sets out the latest information and based on the most up to date assumptions that underpin the budget and sets out the details of the draft revenue and capital proposals for balancing the budget and Capital Programme for 2025/26. Proposed budget reductions are being launched for consultation and scrutiny. The feedback from the consultation will be considered in developing the final draft budget that will be presented to Cabinet in February 2025.
- 1.3. The last update was published in March 2024 and showed an estimated £14m budget gap for 2025/26. This report describes how the current forecasts have moved and what the key drivers for the revised position are. The most significant movement has been the increase in both demand and costs of providing social care services and addressing homelessness. Acknowledging and providing for this, is vital to enable the Council to continue to provide services to the most vulnerable requiring extra support and help to both manage risk and prevent escalation of need. This has led to an additional £39.6m needed for next years' service budgets with consequential impact on increasing the budget gap. Extensive modelling has been undertaken to arrive at this figure which represents the current best assumption. This is an extremely volatile landscape that the Council is operating within. These figures will be kept under review right up to the presentation of the final Budget to Cabinet in February 2025.

- 1.4. Whilst there have been improvements to the macroeconomic position such as underlying inflation now close to the target of 2%, this isn't translating into similar reductions in costs in particular social care placement costs for adults and children. The Bank of England base rate fell by 0.25% in August and, while estimates are that this will continue to fall, it is unlikely to be at pace and therefore there is likely to be little improvement in borrowing costs in the short to medium term.
- 1.5. The Autumn Budget took place on 30 October; the Office for Budget Responsibility (OBR) also published its updated economic and fiscal outlook for the next 5 years. The Budget announced £1.3bn new grant funding for local government in 2025/26, £600m of which will be earmarked for social care. While new funding is positive, the distribution methodology is as yet unknown and any additional funding will not meet the significant increase in financial pressures set out in this report.
- 1.6. As highlighted over, the reserve balances of the authority are unsustainably low and do not provide the capacity to bridge the forecast budget gap.
- 1.7. In summary, despite the work undertaken over the last 6 months, the 2025/26 budget update presented in this report is still not balanced with a remaining budget gap of £32m, even if all the proposals in this report are agreed. Therefore, there is considerable further work to be undertaken between now and 3 March when next year's budget is agreed. This will include lobbying central government for additional funding; looking at additional cost reductions and ensuring value for money is achieved for each pound spent; income generation strategies and wider transformation. Despite these significant challenges, in 2025/26, the Council is expected to still be setting a balanced net budget in March that will result in spending of almost £310m on day-to-day services to our 264,000 residents and which is an increase on the current year.

## **2. Cabinet Member Introduction**

- 2.1 Our driving ambition in Haringey is to create a fairer and greener borough where everyone can belong and thrive.
- 2.2 We will always set local priorities that are fair, put the interests of working people first and protect those most in need – and we will work in collaboration with our residents and communities to do so.
- 2.3 Our budget puts funding behind local priorities. We will build hundreds of new council homes, help hundreds of people into work, fix hundreds of roads and pavements, plant hundreds of street trees – among many other key actions to make this borough fairer and greener.
- 2.4 We all know that this year's council budget comes at a time of crisis. We've had more than a decade of government austerity. Public investment in this country has fallen well behind the rest of Europe. Many public services are

struggling. The cost of local services – especially social care and social housing – has gone through the roof.

- 2.5 Just this year, the cost of temporary accommodation is up 68% across London. The cost of adult's social care in Haringey is up 10%. At the same time, Haringey's core government funding is £143m a year less in real terms than it was in 2010.
- 2.6 Haringey provides temporary accommodation to just under 3,000 residents and social care to 3,780 adults – and the need is rising.
- 2.7 Like most London councils – and many more around the country – we are under real pressure. We've set out hard budget decisions here to balance the books this year. There will be more to come before the financial year is out. Whatever we do though, we will make sure our choices are fair – that they prioritise the people in Haringey who need support most.
- 2.8 We know that we need fair funding reform for the long-term. Budgets for local services need to be driven by local need. At the moment they are skewed by outdated funding rules. Those need to change – and we will work with our fellow boroughs to press for that change.
- 2.9 The national picture is beginning to improve. The new government's commitment to end fiscal austerity, rebuild public services and expand public investment are what we need to turn the economy and the country around.
- 2.10 We welcome the additional funding that the new government announced in the national budget on 30th October 2024 and look forward to a fair funding settlement in the future. We will continue to make a strong case to the new government for the resources that we need to fix the fourteen years of underfunding that local services have faced.
- 2.11 There are very real challenges at the moment, but there's also a real opportunity to reset the foundations – locally and nationally. This year and in future years our council budget will start with local priorities, focus on the needs of working people and build towards our shared ambition of a fairer and greener borough.

### **3. Recommendations**

- 3.1 It is recommended that Cabinet:
- a) Note the Council's current financial position as set out in this report which sets the foundations for the full draft budget for 2025/26 that will be presented to Cabinet in February 2025.
  - b) Note the budget pressures that have been identified for 2025/26 and across the medium term as set out in Section 12 and Appendix 1.

- c) Note the draft revenue savings proposals summarised in Section 12 and Appendix 2.
- d) Note the proposed changes to the General Fund Capital Programme for 2025/26 to 2029/30 as set out in Section 15 and Appendix 3.
- e) Agree to commence consultation on the 2025/26 Budget and MTFS 2029/30 revenue and capital proposals. This includes with residents, partners and business and with Scrutiny Panels between November 2024 and January 2025 as set out in Section 19.
- f) Note that the final draft General Fund Revenue Budget, Capital Programme, HRA 2025/26 Budget and Business Plan and Treasury Management Strategy Statement will be presented to Cabinet on 11 February 2025 to be recommended for approval to the Full Council meeting taking place on 3 March 2025.
- g) Delegate the final decision on whether or not to participate in the 8 Authority borough business rates pool from 1 April 2025 to the Director of Finance following consultation with the Lead Member for Finance and Local Investment as set out in Section 10.7.

#### **4. Reasons for decision**

- 4.1 The Council has a statutory obligation to set a balanced budget for 2025/26 and this report forms a key part of the budget setting process by setting out the forecast funding and expenditure for 2025/26 at this point and options for setting a balanced budget. In order to ensure the Council's finances for the medium term are maintained on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium-Term Financial Strategy. The final budget for 2025/26, Council Tax levels, Capital Programme, Treasury Management Strategy, Housing Revenue Account (HRA) budget and Business Plan will be presented to Cabinet in February 2025 for recommending to Full Council on 3 March 2025.

#### **5. Alternative options considered**

- 5.1 The Cabinet must consider how to deliver a balanced 2025/26 Budget and sustainable MTFS over the five-year period 2025/30, to be reviewed and adopted at the meeting of Full Council on 3 March 2025.
- 5.2 The Council has developed the proposals contained in this report in light of its current forecasts for future income levels and service demand. These take account of the Council's priorities; the extent of the estimated funding shortfall; the estimated impact of wider environmental factors such as inflation, interest rates, household incomes and, in some service areas, the legacy of the Covid-19 pandemic. It is this appraisal that has led to these options being presented in this report. These will be reviewed and, where necessary, updated in advance of the final Budget report being presented.

- 5.3 These proposals will be subject to consultation, both externally and through the Overview and Scrutiny process, and the outcomes of these will inform the final budget proposals.

## **6 Medium Term Financial Strategy (MTFS)**

- 6.1 Although the statutory local authority budget setting process continues to be on an annual basis, a longer-term perspective is essential if local authorities are to demonstrate a clear understanding of their financial sustainability. Short-termism is counter to both sound financial management and governance.
- 6.2 The Medium-Term Financial Strategy (MTFS) provides the financial framework for the delivery of the Council's aims, ambitions, and strategic priorities as set out in the Corporate Delivery Plan (CDP). The aim of the MTFS is to:
- Plan the Council's finances over the next five years, taking account of both the local and national context.
  - Provide the financial framework for the delivery of the Council's priorities and ensure that these priorities drive the financial strategy - allocating limited financial resources whilst also continuing to support residents.
  - Manage and mitigate future budget risks by forward planning and retaining reserves at appropriate levels.
- 6.3 The greater the uncertainty over future central government policy and financial support, the more important it is to demonstrate a collective understanding of the best estimates of financial pressures, opportunities and funding over a longer timeframe, acknowledging financial pressures and risks.
- 6.4 In developing the medium to long term financial strategy, the authority must test the sensitivity of its forecasts, using scenario planning for the key drivers of costs, service demands and resources.
- 6.5 The MTFS must be developed in alignment with the stated objectives and vision and Corporate Delivery Plan and needs to be reviewed regularly to test that delivery of the agreed outputs and outcomes are still achievable. Where this is not the case, plans will need to be reassessed and re-set.
- 6.6 In future years, the expectation is the Council's Medium Term Financial Strategy will be published in July as the key document to set the foundations for the budget setting process for the forthcoming year.

## 7 Borough Vision and Corporate Delivery Plan

- 7.1 On 15 October 2024, [Haringey's Borough Vision](#) was published with 'Making Haringey a place where everyone can belong and thrive is at the heart of a new shared vision for the borough'. The aim of the vision is to galvanise the actions not just of the council but also of partners, residents and businesses behind a set of common objectives. Haringey 2035 identifies the six key areas for collaborative action over the next decade:
- Safe and affordable housing
  - Thriving places
  - Supporting children and young people's experiences and skills
  - Feeling safe and being safe
  - Tackling inequalities in health and wellbeing
  - Supporting greener choices
- 7.2 This builds on the Haringey Deal which sets out the council's commitment to developing a different relationship with residents, alongside the Corporate Delivery Plan (CDP) which sets out the organisational priorities every two years.
- 7.3 The most recent CDP was approved by Cabinet in July 2024 and can be found here - [The Corporate Delivery Plan 2024-2026 \(haringey.gov.uk\)](#). it outlines the strategic objectives, priorities, and initiatives aimed at creating a fairer, greener borough. The plan is set out in eight separate themes:
- Resident experience and enabling success
  - Responding to the climate emergency
  - Children and young people
  - Adults, health and welfare
  - Homes for the future
  - Safer Haringey
  - Culturally rich borough
  - Place and economy.
- 7.4 The Haringey Deal is 'how' we do things. The Council is changing the way it works. This starts with foundational principles of Knowing Our Communities and Getting the Basics Right. Across all services the Council is striving to build stronger relationships with residents and hear more from those often overlooked; build on the borough's incredible strengths, and work in partnership to solve challenges. Key Metrics for each theme have been set to determine if activities are having the intended effect and are reported to Cabinet and the Overview and Scrutiny Committee every six months.
- 7.5 The Budget and MTFs process is the way in which we seek to allocate financial resources in order to support the delivery of this plan alongside analysing and responding to changes in demand, costs and external factors.

## **8 National Financial Context**

8.1 The new Government was elected on 4 July and on Monday 29 July the Chancellor delivered a statement to the House of Commons on immediate public spending pressures facing the government.

8.2 The key points from this statement which impact on Local Government were:

- The results of an audit of public spending undertaken by HM Treasury which revealed £22bn unfunded commitments from the previous Government; immediate action to find savings in response, and long-term reforms to restore public spending control and improve public services.
- The date of the next Budget was confirmed as Wednesday 30 October 2024 and formally commissioned an Office for Budget Responsibility (OBR) forecast for this date.
- The launch of the next Spending Review which will settle the multi-year Spending Review will not be published until spring 2025.
- Acceptance of the recommendations of the independent Pay Review Bodies for public sector workers' pay.
- The publication of next steps and draft legislation on priority tax commitments ahead of the full announcement and costing at the Budget on 30 October.

8.3 The in-year savings proposed by Government included the introduction of means testing for winter fuel payments. Future year savings include cancellation of the proposed adult social care charging reforms. Both decisions impact the Local Government sector although the actual financial impact for Haringey cannot be quantified at this point.

8.4 The Chancellor also accepted the independent Pay Review Body recommendations and confirmed pay uplifts averaging 5.5% for public sector workers. Although Local Government pay is managed through a different process, agreement at this level in the wider public sector could impact on the outcome of 2025/26 pay award in the local authority sector.

8.5 It was confirmed that moving forward, Spending Reviews will be set every two years to cover a three-year period, with a one-year overlap with the previous Spending Review. This is a positive announcement for the local government sector and if delivered as announced, 2025/26 will be the last one-year finance settlement and subsequently announcements will move back to multi-year funding settlements providing greater certainty and stability. There was also a commitment to a single major fiscal event once a year.

- 8.6 Representations to HM Treasury ahead of the Autumn Budget statement were requested. London Councils led on a London-Wide response to this which can be found <https://www.londoncouncils.gov.uk/news-and-press-releases/2024/london-councils-budget-representation-2024#:~:text=Councils%20in%20the%20capital%20and%20across%20the%20UK%20have%20a>

### **Autumn Statement – Key Messages**

- 8.7 The Chancellor of the Exchequer delivered the 2024 Autumn Budget on 30 October. With this budget Government has announced the aim to prioritise growth and put public services back on track, with a boost for housing investment and additional funding for social care and homelessness. The Office for Budget Responsibility (OBR) also published its updated economic and fiscal outlook.
- 8.8 The key headlines for London Local government include:
- Core Spending Power will increase by an estimated 3.2% in real terms in 2025/26. This includes £1.3bn of new grant funding – with £600m earmarked for social care, and £700m for general services.
  - Additional funding of £233m for homelessness prevention in 2025/26.
  - The distribution of both will not be known until the provisional Local Government Finance Settlement in December 2024.
  - An increase of £1bn for SEND and alternative provision in 2025/26 which will be added to the Dedicated Schools Grant High Needs Block allocation.
  - The Small business rates multiplier will be frozen and retail, hospitality and leisure (RHL) businesses will receive a 40% business rates relief in 2025/26. Councils will be compensated for the loss of business rates income.
  - Business rates will be reformed from 2026/27 to include lower multipliers for high-street RHL businesses, funded by increases for properties valued over £0.5m.
  - The Affordable Homes Programme will increase by £500m in 2025/26.
  - Right-to-buy discounts will be reduced by government, and local authorities will be able to retain 100% of the receipts from right-to-buy purchases.

- Government will consult on a new long-term social housing rent settlement of CPI+1% for 5 years as well as the option on further potential measures such as a 10-year settlement.
- Employer National Insurance Contributions will increase by 1.2% in 2025/26 – although for public sector, including local government the increase for direct employees is expected to be compensated.
- There was no explicit mention of Council Tax principles in the Budget however it has been indicated that for 2025/26 these would remain at 2.99% main rate and 2% Adult Social Care (ASC) precept. This is in line with current financial assumptions.
- The most relevant economic figures for the Council are inflation rates are forecast at 2.6% for 2025/26 and Interest rates are expected to fall from 5.0% to 3.5% in the final year of the forecast, 2029/30.
- Government has recognised the pressures local authorities face and have stated they will have a framework in place to support those in most difficulty. The Government has also committed to pursuing reforms to return the sector to a sustainable position, which includes allocating funding through the Local Government Finance Settlement. Further details will be set out through an upcoming local government finance policy statement to be published mid / late November.

### **9. Haringey Context**

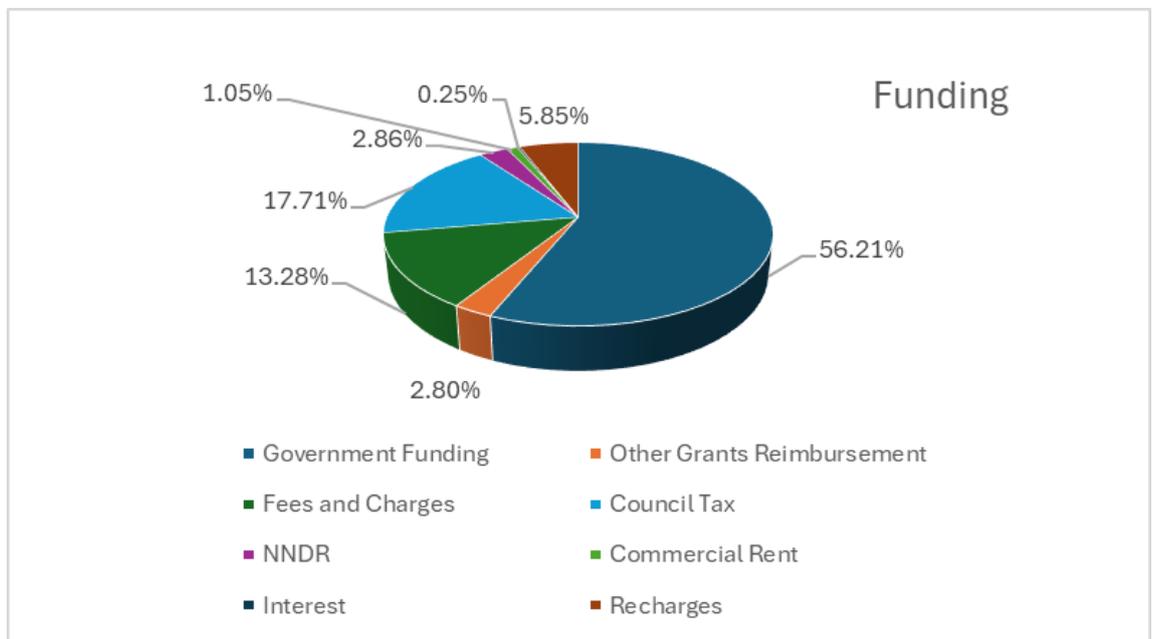
- 9.1 Haringey is an outer London borough – receiving outer London levels of funding but which exhibits many inner London characteristics including levels of deprivation, high housing costs and urban density. Unlike many other London boroughs, it also continues to have a growing population – with the number of over 65s 24% higher in 2024 than it was in 2010.
- 9.2 The core grant funding available from government for Haringey to deliver services and meet the needs of residents is around £143m less in real terms than it was in 2010/11.
- 9.3 Haringey’s local population has been hit hard by the Covid pandemic and the cost of living crisis.
- 9.4 The most recently reported data shows that 22.5% of residents aged 16 to 65 were claiming Universal Credit in Haringey in Aug 2024 - over 42,000 people. 8.1% of residents aged 16+ were claiming unemployment-related benefits in Haringey in August 2024 - over 15,000 people, one of the highest figures of the last 3 years and is the third highest in the UK. One in five households have an active mortgage so may be impacted by the continuing high interest rates.

9.5 For schools, falling rolls in primary classes are adding additional pressures on stretched budgets particularly as grant income is linked to pupil numbers. Even where numbers have been relatively stable, cost inflation on key items such as utilities and building maintenance, continues to provide challenges and increasing numbers of local schools are now carrying budget deficits.

**10 Revenue Budget – Income**

10.1 With a statutory requirement to set a balanced budget each year, the Council’s spending power is determined by its income levels. The Council’s main funding sources are set out in Chart 1 and includes Government Grant, Council Tax and Business Rates, fees and charges and rental income and other partner contributions, such as from health.

**Chart 1: 2024/25 Gross Income**



**Government Funding**

10.2 Core Spending Power is used by the Government as a measure of resources available to local authorities to fund service delivery and is a combination of Government funding and Council Tax.

10.3 The provisional local government finance settlement which includes details of the level of Government funding is published in December of each year, followed by final settlements published in the February.

10.4 Financial Plans assume that Government funding for 2025/26 will be in line with that of 2024/25. However, the Autumn Budget announced £1.3bn new grant funding for local government in 2025/26, £600m of which will be earmarked for social care. While any new funding is positive, the distribution methodology is not yet known and any benefit may be offset by the impact of

increased employer NI on key service providers. A Policy document is expected to be published late November which should provide more clarity although detailed allocations will not be fully clear until the Provisional Local Government Finance settlement is published in mid/late December. Any additional funding will not meet the significant increase in financial pressures set out in this report.

- 10.5 Over and above the grants published in the Local Government Finance Settlement, there are a number of service specific grants which are included in individual service budgets. Financial Plans for 2025/26 also currently assume that these service specific grants continue at the same level as in 2024/25, but announcements are awaited of a number of grants where funding is at risk of stopping in 2025/26. In line with our budget principles, any reductions in Government Grant must result in an equivalent reduction in spend. Through the Autumn Statement, Government has announced £1bn to extend both the Household Support Fund and Discretionary Housing Payments (DHPs) and £69m to continue delivery of a network of Family Hubs.

### **Business Rates**

- 10.6 Business rates are set nationally. The valuation of business premises is set by the Valuation Office and Government sets the multiplier which determines the pence per pound paid in tax. The Council is currently a 'top up' authority which means that it does not generate sufficient business rates income to meet the needs of residents in the borough and therefore receive a top up amount on baseline business rates funding. Each year, the business rates baseline funding is increased in line with inflation as of September which has now been published as 1.7%. With an OBR forecast inflation of 2.6% in 2025/26 just announced, any potential increase in business rates baseline funding is yet to be confirmed.
- 10.7 In 2024/25, Haringey is part of an eight borough Business Rates Pool with other London boroughs which is expected to generate a financial benefit of £2m. An expression of interest has been submitted by the Director of Finance to continue to participate in the 8-borough pool in 2025/26. Intentions of other participating authorities is not yet known and confirmation of the pool for 2025/26 will not be confirmed until the final Local Government Finance Settlement is published in February 2025.
- 10.8 The longer-term approach to business rates is under review by the Government and whether this can provide a long-term sustainable approach for funding Local Government.

### **Council Tax**

- 10.9 Income collected through Council Tax is determined by the level of the tax and the council tax base.

- 10.10 Financial Plans currently assume that the council tax base will increase by an average of 1% in 2025/26 to reflect the Council's ambitious housebuilding programme and takes into account the number of households receiving Council Tax reduction and other discounts. The average Council Tax band is expected to remain as Band C – the average across London is a Band D.
- 10.11 The Council Tax referendum threshold is unlikely to be known until the Provisional Local Government Finance Settlement is published in December 2024. For planning purposes, it is assumed that the Council will be able to increase the tax by up to 2% for the Adult Social Care precept and up to 3% main Council Tax in 2025/26. Any final Council Tax increases are part of the budget setting process and agreed by Full Council each March. Through this report the financial position is presented as two scenarios – a 1.99% Council Tax increase and 4.99% increase. Each 1% increase in Council Tax generates approximately an additional £1.3m in income.

### **Fees and Charges**

- 10.12 Income from fees and charges (including rents from commercial and operational properties) is around 13.3% of the Council's income. Many of these are set by Government but there are many which the Council has discretion over the level.
- 10.13 Each year, all fees and charges are subject to review. This review process is currently underway, and proposed changes will be approved by Cabinet in December. Every 1% increase in fees and charges equates to approximately £1.03m of additional income.

## **11 Revenue Expenditure**

- 11.1 Spending patterns are volatile and each year there are new pressures. Medium term financial planning and the budget for 2025/26 aims to review both existing pressures and understand new pressures emerging to enable a budget to be set that is robust and achievable. The starting position is a review of the financial position in the previous and current financial years.

### **2023/24 Budget Outturn**

- 11.2 The 2023/24 provisional General Fund outturn was an overspend of £19.2m and required a significant, unbudgeted drawdown from reserve balances. The report to Cabinet in July 2024 made clear that it was expected that a number of the service overspends would continue into 2024/25 notably in adult and children's social care and temporary accommodation. These unbudgeted spends were driven not just by demand and complexity of need but more notably due to the market conditions resulting in prices being significantly above underlying inflation. The lack of supply for temporary accommodation and placements for children with significant need exacerbated this position.

### **2024/25 Budget Position**

- 11.3 Last year's 2024/25 budget preparation process had undertaken analysis to derive realistic estimates of service demands and cost of service provision across all services. However, by Quarter 1, similar to other authorities, demand and price pressures were beyond their estimates and an overspend of £20m is forecast for 2024/25, of which £14.5m (71%) is driven by adult social care and Housing demand and £4.2m relates to Children and Family services. A copy of the full report to Cabinet is here [Q1 Finance Update Cabinet](#).

## **12 Approach to 2025/26 Financial Planning**

- 12.1 Work began on a structured budget planning process for setting the 2025/26 budget early in the 2024/25 financial year. This process consists of the Council's leadership team working together to collectively understand the budget position and what is driving the spend, share information across directorates and develop a number of cross - directorate and directorate specific savings proposals to address the financial challenge.

### **Pressures**

- 12.2 The existing MTFs published in March 2024 provided for £10.4m of service pressures but as set out in the paragraphs above, demand and costs are running well above this provision. Benchmarking has been used to provide the most up to date evidence and insight in the light of the pressures in the current financial year and any which will continue into future years. This has used population projections; inflation estimates and any other known factors. In order to set a balanced budget, all known financial pressures must be funded.
- 12.3 The estimated pressures are based on a series of assumptions with the best-known information at the current time. Many of these assumptions will carry risk and uncertainty and therefore for demand led services, such as social care and housing, scenario planning is undertaken to identify a best case and worst-case scenario before a judgement is made and forms the basis for estimating future service pressures.
- 12.4 This process has identified that in addition to the £10.4m known in March, an additional budget provision of £39.6m will be required for 2025/26 and £75.2m over the next five years as set out in Table 1 and Appendix 1. This significant increase since the last update in March 2024 is not new but the more robust financial modelling and forecasting that has been undertaken over the summer has identified pressures which are expected to continue into future years, as well as more realistic assumptions around inflationary impacts on the price of some services. One off funding through the use of reserves and other balances previously used to manage these pressures are now exhausted.

- 12.5 As expected, 80% of the new forecast budget pressures for next year relate to Adults and Children's social care and housing demand. A further 9% is associated with Housing Benefit.
- 12.6 Considered together with the £10.4m of pressures included in the March 2024 update, this means that in 2025/26, almost £25m will need to be built into the Adult Social Care budget, £11.5m into the housing demand budget and £6.5m into the Children and Families budget.
- 12.7 The estimated additional budget requirement for adult social care in 2025/26 is £25m - £9.3m identified at the last update in March 2024 and an additional £15.1m as set out in Table 1. This represents an increase in numbers supported and an average inflationary increase of 3.5%. This inflation assumption includes some risk given that in the current year, prices have increased by an average of 6.5%. The number of older people with a long-term care package is expected to increase from 1,782 in April 2024 to 2,000 on average during 2025/26. Almost 60% of the adult social care budget is spent on younger adults and numbers are assumed to increase from 1,664 with a long-term care package to 1,800, which includes 25 young people who will transition from children's services.
- 12.8 In 2025/26, it is assumed that £11.5m additional budget will be required for housing demand - £750,000 identified at the last update in March 2024 and the additional £10.8m as set out in Table 1. Compared to 2023/24, numbers have increased by an average of 8% in the current year and a further increase of 6% is forecast for 2025/26. However, it is largely the price of bed and breakfast and nightly paid accommodation that is driving this pressure and a 10% increase has been assumed for 2025/26 which is reflective of current market conditions.
- 12.9 Within Children and Family services, an additional £6.5m is expected to be needed - £660,000 identified at the last update in March 2024 and the additional £5.9m as set out in Table 1. The number of children in our care has reduced and over the last 6 months at around 64 per 10,000 (in line with statistical neighbours) - a reduction of around 100 children since 2018. However, the service continues to see an upward trend of children with more and more complex needs, needing more complex support packages and this is evidenced by the rise in the number of children with Deprivation of Liberty Orders (DOLs) where the cost of the care package can average over £10,000 per week. For these reasons we are forecasting a small rise of these very expensive placements over the next three years. An inflationary uplift of 3.5% has been assumed for 2025/26. This accounts for £3m of the additional budget requirement.

- 12.10 In line with the trend across the country, the number of children with Education, Health and Social Care Plans continues to increase and in 2025/26, the Council is expecting to have 3,200 active care plans in place. Although the cost of the support is funded through the Dedicated Schools Grant, there are a number of associated costs, such as home to school transport and educational psychologist support that falls to the General Fund. An additional £2.7m is expected to be needed in 2025/26.
- 12.11 The pressure highlighted in Environment and Resident Experience relates to challenges around management of housing benefits particularly supported exempt accommodation and the transition to Universal Credit. The pressure is forecast as one-off, with management actions expected to remove the pressure across the MTFS period.
- 12.12 All assumptions will remain under review over the next few months as new information emerges and the budget for 2025/26 can be set on the most up to date, realistic and reliable estimates of service pressures.

**Table 1 – Additional Forecast Service Pressures 2025/26 (over and above £10.4m assumed in March 2024).**

Pressures						
Directorate	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Children's Services	5,858	2,816	2,172	1,772	1,680	14,298
Adult Social Services	15,160	930	7,210	7,200	6,920	37,420
Housing Demand	10,797	3,000	2,000	2,000	1,000	18,797
Environment and Resident Experience	3,500	(1,000)	0	(2,000)	0	500
Culture Strategy and Engagement	619	77	23	23	23	765
Finance Procurement and Audit	0	0	0	0	0	0
Placemaking and Housing	3,700	0	0	0	0	3,700
Cross Cutting Reductions	0	0	0	0	0	0
<b>Total</b>	<b>39,634</b>	<b>5,823</b>	<b>11,405</b>	<b>8,995</b>	<b>9,623</b>	<b>75,480</b>

- 12.13 Although the latest reported CPI inflation rate of 1.7% (September) appears to have stabilised close to the Government target of 2%, many of the Council's suppliers are charging above these rates. This is particularly notable in the care services and temporary accommodation where prices are also being driven upwards by lack of supply. Forecasting the impact on 2025/26 budget figures is challenging as it needs to also encompass the

forecasts for changes in client numbers, complexity of care needs and changes to how key partners operate of align their budgets.

- 12.14 The latest forecasts have been used as a basis for the estimates for next year included in this budget update. These estimates have been based on average 3.5% inflation for the care services and 10% for housing demand contracts. It is highly likely that these forecasts will need to be amended before the final 2025/26 Budget is presented in February 2025 and may lead to increases to budget requirement.
- 12.15 The 2024/25 pay award has now been settled – a flat rate of £1,491 for all those on NJC Terms and Conditions and 2.5% for all other grades from 1 April 2024. The Government’s acceptance of the independent Pay Review Body recommendations which translated into pay uplifts averaging 5.5% for public sector workers means there is a risk that the Local Government sector will be pressing for similar levels of increase in future years. Financial Plans assume a 3% increase for 2025/26.
- 12.16 Assumptions around the inflationary impact for key council contracts including waste, highways maintenance and utilities have been refreshed and changes reflected in the draft figures presented in this report. Many of these contract increases are pegged to September inflation rates so little further movement is expected on these estimates. However, for utilities, the position is much more volatile and estimates for these budgets are expected to need to increase ahead of the final Budget presented in February. Financial Plans currently assume a 5% increase on utility contracts.
- 12.17 The Bank of England base interest rate was reduced by 0.5% in August. Forecasts vary over the speed of any further reductions and decisions could be influenced by the market response to the Budget statement on 30 October. A prudent assumption has been made at this point which assumes the rate will remain at or around 5% across the 2025/26 financial year. This makes it even more important to generate savings to the capital programme that require council borrowing.
- 12.18 All other key corporate budgets have been reviewed. Concessionary Fare forecasts for 2025/26 are largely in line with the current MTFs however there looks to be significant step up from 2026/27 as passenger numbers return from the Covid pandemic dip. The North London Waste Levy (NLWA) is the most significant levy, but it is currently too early to update current assumptions with any certainty. An update on all levies is expected before the end of December 2024.
- 12.19 The Council has a Treasury Management Strategy Statement (TMSS) that sets out in detail the Council’s approach to managing its cash flows, borrowing and investment activity, and the associated risks. Treasury management is the management of the Council’s investments, cash flows, its banking and capital market transaction and the effective control of the risks associated with those activities. Surplus cash is invested until required

in accordance with the guidelines set out in the approved TMSS, whilst short term liquidity requirements can be met by short term borrowing from other local authorities. The TMSS for 2025/26 will be considered by Audit Committee in January 2025 for recommendation for approval by Full Council in March 2025. The TMSS will also be considered by Overview and Scrutiny Committee in January as part of the budget scrutiny process and in accordance with the CIPFA Treasury Management Code of Practice.

### **Budget Reductions**

- 12.20 Given the increase in pressures highlighted above, the budget gap for 2025/26 increases from £14m forecast in March 2024 to £51.4m before any mitigations. The Council must significantly reduce its expenditure in the current year, for next year and across the medium term if it is to meet the future financial challenge.
- 12.21 In the current year, all services are reviewing non essential spend to bring down the forecast overspend of £20m and updates will be included in the 2024/25 quarterly monitoring reports. At the same time, proposals for reducing spend and increasing income for 2025/26 have been considered.
- 12.22 Directorates were tasked initially with a number of key tasks across all revenue and capital budgets including:
- Benchmarking against other councils who are providing key services at lower costs;
  - Consider as to how services could be delivered within a smaller envelope; what would need to change; how services would be impacted.
- 12.23 In total £18.8m of proposed reductions have been identified. These are a combination of proposed savings and management actions. Savings are defined as those which could have an impact on service delivery and management actions are more focussed around internal inefficiencies which do not impact on outcomes for residents and will be delivered by generating increased income, introducing efficiencies to existing processes to release resource or redesign of how services are currently delivered.
- 12.24 Proposed reductions are summarised in Table 2,3 and 4 below and set out in full in Appendix 2 including any expected impact on current service delivery, equality impact or consultation requirements.

**Table 2 – Proposed Savings 2025/26 to 2029/30**

Savings						
Directorate	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	Total
Children's Services	(25)	0	0	0	0	(25)
Adult Social Services	(651)	(979)	(335)	(450)	0	(2415)
Housing Demand	(412)	0	0	0	0	(412)
Environment and Resident Experience	(1,200)	(200)	0	0	0	(1,400)
Culture Strategy and Engagement	(460)	(2,000)	(2,100)	(125)	0	(4,685)
Finance Procurement and Audit	0	0	0	0	0	0
Placemaking and Housing	0	0	0	0	0	0
Cross Cutting Wide Reductions	0	0	0	0	0	0
<b>Total</b>	<b>(2,748)</b>	<b>(3,179)</b>	<b>(2,435)</b>	<b>(575)</b>	<b>0</b>	<b>(8,937)</b>

**Table 3 – Proposed Management Actions 2025/26 to 2029/30**

Management Action						
Directorate	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	Total
Children's Services	0	0	0	0	0	0
Adult Social Services	0	0	0	0	0	0
Housing Demand	0	0	0	0	0	0
Environment and Resident Experience	(2,614)	0	0	0	0	(2,614)
Culture Strategy and Engagement	(26)	0	0	0	0	(26)
Finance Procurement and Audit	0	(32)	0	0	0	(32)
Placemaking and Housing	0	0	0	0	0	0
Cross Cutting Wide Reductions	(13,410)	(4,450)	(3,800)	0	0	(21,660)
<b>Total</b>	<b>(16,050)</b>	<b>(4,482)</b>	<b>(3,800)</b>	<b>0</b>	<b>0</b>	<b>(24,332)</b>

**Table 4 – Total proposed savings and management actions 2025/26 to 2029/30**

<b>Total (Savings and Management Actions)</b>						
<b>Directorate</b>	<b>2025/26 £000s</b>	<b>2026/27 £000s</b>	<b>2027/28 £000s</b>	<b>2028/29 £000s</b>	<b>2029/30 £000s</b>	<b>Total</b>
Children's Services	(25)	0	0	0	0	(25)
Adult Social Services	(651)	(979)	(335)	(450)	0	(2,415)
Housing Demand	(412)	0	0	0	0	(1,112)
Environment and Resident Experience	(3,814)	(200)	0	0	0	(4,014)
Culture Strategy and Engagement	(486)	(2,000)	(2,100)	(125)	0	(4,711)
Finance Procurement and Audit	0	(32)	0	0	0	(32)
Placemaking and Housing	0	0	0	0	0	0
Cross Cutting Wide Reductions	(13,410)	(4,450)	(3,800)	0	0	(21,660)
<b>Total</b>	<b>(18,798)</b>	<b>(7,661)</b>	<b>(6,235)</b>	<b>(575)</b>	<b>0</b>	<b>(33,269)</b>

- 12.24 The above proposed reductions are on top of previously agreed proposals and the current assumption is that the £8.6m of savings approved in March 2024 for the year 2025/26 and £19.1m across 2025/26 to 2028/29 will be delivered in full, albeit there may be some delay in full delivery. This assumption will be tested ahead of the February report and alternative savings will need to be identified for any which are now non-deliverable.

### **13 Updated 2025/26 Financial Position**

- 13.1 Table 5 shows the budget gap still remaining after corporate budget adjustments, updates to funding assumptions, recognition of forecast service pressures and application of all new savings and management actions.
- 13.2 The review of the corporate budgets has identified £1.3m of additional budget will be required in 2025/26. This is a combination of a change in the funding arrangements of spend previously funded by the Dedicated Schools Grant but which will now be funded by the General Fund, historic unfunded pension costs and an increased provision for the funding of redundancy costs that are likely to result from the 5% reduction in staffing that is proposed.

- 13.3 At this point work is still being undertaken to understand the impact of the September CPI figure and also analysis of potential to continue to participate in the 8 Authority Pool next year. An update will be provided in the next report to Cabinet in December 2024.

**Table 5 – Forecast Budget Gap 2025/26**

	<b>2025/26 £'000</b>
Budget Gap (as at March 2024)	13,999
Review of Corporate Budget assumptions	1,342
Additional income from 4.99% Council Tax increase	(4,059)
Additional forecast service pressures	39,634
New savings and Management Actions	(18,798)
<b>Revised Gap (as at November 2024)</b>	<b>32,100</b>

- 13.4 This means that the Council still has at least £32m of budget reductions to identify before a balanced budget for 2025/26 can be approved in March 2025 and this assumes that all the proposed budget reductions set out in this report are agreed following the consultation period. Any reductions not taken forward following consultation will need to be replaced with alternative savings on a £ for £ basis.
- 13.5 All services must continue to identify additional budget reduction proposals. The focus will be on efficiencies and management actions and mitigations to reduce the £39.6m of demand pressures that do not impact on outcomes for residents but with a gap remaining of this size, reductions in service provision cannot be ruled out at this stage.
- 13.6 The next update will be presented to Cabinet on 12 December 2024, which will also include any detailed financial implications for Haringey from the Budget Statement on 30 October if more becomes known when the Policy Statement is published by Government in November.

## 14 Financial Position for 2026/27 Onwards

- 14.1 The focus of this report has been on preparations for the 2025/26 budget but a review of the assumptions across the next five years has also been undertaken.
- 14.2 Financial planning across the medium term is more difficult for the reasons set out in the report but the latest position shows that assuming a balanced budget is set for 2025/26, there will remain an estimated cumulative budget gap of £132.8m by 2029/30.
- 14.3 The key drivers of this cumulative budget gap are the estimated year on year increasing costs of providing demand led services; estimated inflationary provisions; corporate pressures such as capital financing costs and North London Waste Authority levy increases. Finally, an increase in the corporate contingency to provide against known risks in respect of both expenditure and income.
- 14.4 This forecast gap is based on the best estimates at this stage and includes:
- Government funding remains in line with 2024/25 allocations.
  - Service demand pressures of £38.4m (2026/27-2029/30).
  - Pay and price inflation of 2%.
  - Interest rate of borrowing costs of 5%.
  - Council Tax base increase of 1% and Council Tax level increase of 1.99%.
  - Delivery of £10.5m of savings for 2026/27 to 2028/29 that have been previously approved.
  - Corporate Contingency remains at £10m.
- 14.5 Over the course of the MTFS, these estimated pressures are reduced by previously agreed / proposed savings. These estimated pressures and savings are summarised in Table 6.

**Table 6 - Budget Gap 2026/27 to 2029/30**

Type	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000
Pressures	46,865	40,832	32,600	36,907
Agreed Saving's	(2,848)	(3,292)	(3,022)	0
Proposed Saving's	(8,677)	(6,440)	(125)	0
<b>Cumulative Total</b>	<b>35,340</b>	<b>66,440</b>	<b>95,893</b>	<b>132,800</b>

14.6 Like 2025/26, the number of people requiring Council support is expected to continue to increase over the next five years. Addressing a budget gap of this scale will require a more fundamental review of Council services to determine which and how services are provided rather than the more traditional salami slicing across all budgets. In the future, not everything may be affordable, and the Council's limited financial resources will need to continue to be prioritised to the most vulnerable and ensure all spend is aligned to the priorities as set out in the Borough Vision and Corporate Delivery Plan. This may mean spending more in some areas of greater need and priority and more significant reductions in other areas.

14.7 Budget planning for these future years will need to commence shortly. This will continue to identify efficiencies across all services, and this will be an integral part of the annual financial planning process because the Council will need to continue to demonstrate that every £ spent is offering the best value for money. The transformational changes that are also needed take longer to identify and implement and will focus around the following areas.

Prevention and Early Intervention.

14.8 Reducing the high expected demand for social care and housing services expected over the medium term, it is critical that the Council has a greater focus on prevention and early intervention. There is evidence that supporting people at an earlier stage leads to better outcomes for the individuals as well as reducing costs to the Council.

Commercialisation and Income Generation.

14.9 Increasing income provides an opportunity to protect the Council's spending on priority services and contributes to closing the budget gap. An annual review of fees and charges to reflect full cost recovery will be undertaken and will include an improvement in internal processes to ensure income due can be collected as well as making it easier for residents, businesses and visitors to make payment through increased use of technology and digital channels. However, commercialisation is more than just fees and charges. This will focus on how the Council can generate additional revenue through greater utilisation of its assets and services, through partnership and shared working across the public and the private sector, maximising opportunities for external funding and considering alternative arrangements for protecting service delivery such as shared services.

Commissioning and Procurement

14.10 The budget proposals put forward in this report are expected to deliver £6m of reductions across services over the next three years as a result of improved commissioning and procurement arrangements. On average 55% of the Council's day to day spend is with external organisations, including the

voluntary and community sector. Improvements continue to ensure there is a comprehensive contracts register in place. Over the next few months, work will be undertaken to analyse this register, identify contracts that are due for re-tender over the next three years and opportunities to be more ambitious in the spending reductions that can be achieved. This will include joint commissioning across services where opportunities arise.

## **15 Capital Programme Update**

- 15.1 The current capital programme was agreed in March 2024, and both spend and delivery continues to be monitored quarterly and reported to Cabinet. The latest update is the Quarter 1 report and forecasts the Council is expected to spend £120m in 2024/25 and £584m over the next five years, investing in schools, highways and transport, the environment and housing as well as maintenance of the commercial and operational estate.
- 15.2 Like most authorities, this capital investment requires a level of borrowing for which borrowing costs need to be funded through the Council's revenue budget, allowing for the interest on the borrowing and the repaying the debt (known as the minimum revenue provision). The current programme in 2024/25 assumes that 55% is funded through borrowing and the revenue budget includes £17.4m of borrowing costs.
- 15.3 With interest rates remaining high in the short term at least, it is essential that levels of borrowing are kept to a minimum. It is estimated that for every £1m of capital expenditure that is through borrowing the Council has to budget £72,000 per annum to pay the interest and repay the debt.
- 15.4 The Council will continue to identify external funding that can be utilised to fund the capital programme to reduce the need for borrowing, including grants and other contributions such as Section 106, CIL and the contributions parking income can make to eligible spend within the programme on essential maintenance to roads and other transport schemes across the borough.
- 15.5 The Council is currently reviewing its Capital Strategy, and this will be published as part of the 2025/26 suite of budget reports in February 2025. This strategy will set out the approach for determining the Council's capital investment ambitions and will be informed by the Council's Asset Management Strategy which details service asset needs to deliver the priorities set out in the Corporate Delivery Plan. The strategy will also include the outcome of the review of governance which is currently underway to ensure the capital programme agreed each year is deliverable and affordable and there is a clear framework in place for tracking progress and adopting a forward planning approach with an aspiration to focus on a ten-year planning period.

- 15.6 Given the Council's challenging financial position, over the summer the existing capital programme has been reviewed to ensure that the schemes within it continue to contribute to the Corporate Delivery Plan and are essential. As a result of this exercise, there are a number of schemes that are proposed for removing from the existing programme and these are summarised in Table 7 and set out in detail in Appendix 3.
- 15.7 Each year, there will also be a need for new capital investment and for 2025/26 this has been limited to only essential spending required for health and safety, maintenance and maintaining essential services and largely relates to the maintenance of the Council's highways infrastructure, operation and commercial estate. Capital investment can provide opportunities to delivery revenue savings or additional income and for 2025/26, it is proposed to invest in the Council's digital technology which will improve the efficiency across a range of services as well as improve the customer experience. Full details are set out in Appendix 3.

**Table 7 – Proposed changes to the Capital Programme 2025/26 to 2028/29**

Directorate	Existing Budget (£'000)	Reductions (£'000)	Increases (£'000)	Revised Budget (£'000)	Movement	
					(£'000)	%
Adults, Health & Communities	62,184	(47,188)	5,000	19,997	(42,188)	(68%)
Children's Services	59,728	0	0	59,728	0	0%
Culture, Strategy & Engagement	105,490	(1,540)	2,965	116,915	11,425	11%
Environment & Resident Experience	154,825	(69,047)	34,651	120,429	(34,396)	(22%)
Placemaking & Housing	344,713	(19,742)	13,247	338,218	(6,495)	(2%)
Corporate Contingency			10,000			
	<b>726,941</b>	<b>(137,517)</b>	<b>65,863</b>	<b>655,287</b>	<b>(71,654)</b>	<b>(10%)</b>

- 15.8 The proposed schemes to be removed from programme includes the Tottenham Hale and Wood Green Decentralised Energy Networks (DEN). These schemes are currently funded through a combination of Government grant (£12.3m), Government Loans (£13.3m), Strategic CIL (£3.2m) and Council borrowing (£44.6m). Given the Council's current financial position, the current Council led delivery model is no longer viable. Discussions are underway with Department of Energy Security and Net Zero (DESNZ) on the future scope of these schemes to eliminate the financial dependency on the Council whilst still supporting the Government's emerging policy on Heat Zoning. This scheme will therefore be removed from the programme at this stage. Any future council funded capital requirement will be considered as part of future annual reviews of the Capital Programme and affordability will need to be considered alongside all other Council priorities for future capital investment.

- 15.9 Given the more unpredictable nature of capital spending plans, the delivery plans and the profile of spend over the capital programme period will all be subject to review over the next few months and will determine the level of borrowing required both in 2025/26 and over the five year MTF5 period.
- 15.10 Only schemes which are sufficiently developed, have approved outline business cases and have been subject to internal governance and decision making processes will be included in the capital programme going forward and will be presented as either 'in delivery' or 'planned delivery' over the five year capital programme period. All other schemes will be held in the 'pipeline' and reviewed as part of the review of the capital programme each year.
- 15.11 There are significant levels of salary capitalisation within the capital programme to deliver the schemes. As the capital programme reduces there is a risk that the level of capitalised salaries will be unachievable, creating a pressure on revenue.
- 15.12 To manage a level of uncertainty with schemes, including inflation and other essential repairs, maintenance or health and safety requirements, it is proposed to increase the capital programme contingency by £5m in 2025/26 and 2026/27.
- 15.13 The proposed schemes for removing and adding to the capital programme set out in Appendix 3 will be subject to the same consultation process as the revenue proposals. The full updated draft capital programme will be published in February 2025 as part of the suite of budget reports for recommendation for approval at full Council on 3 March 2025 and will take into account any feedback received.

## **16 HRA Update**

- 16.1 This update on Financial Plans is primarily focussed on the Council's General Fund. A separate process is underway for reviewing the Housing Revenue Account (HRA) 30 year Business Plan and developing the draft revenue budget and capital programme for 2025/26. This will be presented to the Housing, Planning and Development Scrutiny Panel before being presented to Cabinet in February and for recommending to Council for approval on 3 March 2025.
- 16.2 The financial position of the HRA remains very challenging, particularly in the short term whilst the Council's new build programme and investment into existing stock is underway which longer term will increase the supply of permanent housing across the borough. Therefore, the work continues to identify efficiencies and opportunities to delay borrowing for the HRA capital programme to improve the position over the next two to three years.

## **17 DSG Update**

- 17.1 For schools, the indicative 2025/26 Dedicated Schools Budget (DSB) funding, which is ring fenced for the delivery of education services, is not yet known. Funding for 2024/25 totals £230m. In July 2024 the Education and Skills Funding Agency (ESFA) reported that due to the timing of the general election they were not in a position to publish indicative schools and high needs national funding formula (NFF) allocations for 2025/26.
- 17.2 The actual grant level for schools is dependent on updated pupil census numbers and the final schools finance settlement for 2025/26 is expected in December 2024 and to include allocations of the additional £1bn that was announced by Government for SEND and alternative provision as part of the budget on 30 October.
- 17.3 In March 2023, Haringey was successful in joining the Department for Education (DfE) Safety Valve Programme, which targets local authorities with the highest DSG deficits to identify transformation plans to bring spend more in line with agreed budgets over the short to medium term, in return for support to deal with historic deficits. Pressures are predominately in the high needs block with progress against agreed plans being monitored through quarterly finance update reports.
- 17.4 The draft DSG budget will be included in the report to Cabinet in February 2025 and will be in line with the expectations of the Safety Valve programme where the successful delivery of the programme will result in funding being released by DfE to support the reduction of the deficit and bringing the High Needs Block into balance by 2027/28.

## **18 Risk Management**

- 18.1 The Council has a risk management strategy in place and operates a risk management framework that aids decision making in pursuit of the organisation's strategic objectives, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations.
- 18.2 The Council recognises that there will be risks and uncertainties involved in delivering its objectives and priorities, but by managing them and making the most of opportunities it can maximise the potential that the desired outcomes can be delivered within its limited resources more effectively.
- 18.3 There is a need to plan for uncertainty as the future is unknown when formulating the budget. This is achieved by focussing on scenario planning which allows the Council to think in advance and identify drivers, review scenarios and define the issues using the most recent data and insight.

- 18.4 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in February 2025 and will draw on independent assessments of the Council's financial resilience where available. It is critical that this report outlines the number and breadth of potential risks and uncertainties the council faces when arriving at the budget proposals.
- 18.5 Risks and uncertainties currently known are set out in the following paragraphs.

#### Government Funding and Legislation

- 18.6 There will be a one-year funding settlement for 2025/26 and a multiyear review to begin and conclude by Spring 2025. Thereafter, Spending Reviews are expected to be published every 2 years, with a 3-year outlook. The level of Government funding available for Local Authorities and for Haringey is therefore still not known. The current working assumption is that any new Government funding for 2025/26 will be insufficient which is significant challenge given the current volatile economic situation and with demand increasing across many services, most notably social care and temporary accommodation.
- 18.7 It remains unclear if planned reforms and changes in legislation of the previous Government will be pursued by the new Government or if there will be new legislation that increases the responsibilities of Local Authorities. This includes the long-awaited fair funding review and business rates reform and reforms in social care and housing. Financial Plans currently assume that any changes in legislation and additional requirements will be fully funded but this is a risk to the current financial position.

#### Inspection and Regulation

- 18.8 Local Authorities are subject to increasing inspection and regulation, including by Ofsted, CQC and the Regulator of Social Housing as well as additional requirements that have emerged from the Grenfell Inquiry report. All of these could have financial implications for the Council which are not yet known.

#### Economic Conditions

- 18.9 The Office for Budget Responsibility published the latest forecast for inflation and interest rates on 30 October 2024. Inflation has reduced compared to the last couple of years, but the OBR forecast is still 2.6% for 2025/26 and will not return to 2% until 2029. It should also be noted that national inflation figures are not always reflected in cost of services, such as social care so there remain a risk that the forecast additional budget assumed in this report for pay and price is not sufficient. Volatility is likely to continue for some time

from the on-going impact of wars and unrest internationally which will impact on the Council's cost of services and supply chains.

- 18.10 The high cost of living continues to impact on many of our residents which results in more requiring support from the Council, particularly with housing support. A project is underway to review the early intervention and prevention support across the Council for those residents most at risk of facing financial hardship.

#### Estimate of Pressures for 2025/26

- 18.11 The update in this report uses the best known information for demand and other service pressures in 2025/26 and has been based on the outturn position in 2023/24 and the latest in year monitoring position. There is a risk that the in year monitoring position could worsen when the quarter 2 report is published with further overspends continuing into 2025/26. In addition, the 2023/24 accounts are currently subject to External Audit and therefore the outturn position for last year remains provisional until the process is complete.
- 18.12 The £39.6m identified in Table 1 is based on a series of assumptions that will continue to be reviewed over next few months and therefore the position for 2025/26 is subject to change. All services are considering actions and mitigations that continue to support the needs of our most vulnerable but in a more cost effective way to reduce these future pressures. However, small scale changes in these areas are not going to be sufficient and will require more fundamental changes in how we deliver these services and with a focus on prevention and early intervention which will take time to have an impact. Sufficient pace is needed to make these changes. Short term solutions are still needed for the 2025/26 budget to be sustainable.
- 18.13 There are also some budget increases that will not be known until later in the year, such as the increase of levy payments. Financial Plans currently assume minimal increase.

#### Identifying and Delivery of Budget Reductions

- 18.14 As set out in this report, a significant budget gap for 2025/26 remains and work is continuing to identify additional savings and actions to mitigate the significant additional budget required to meet demand pressures. The focus will be on identifying efficiencies that improve processes and no impact on outcomes for residents but there is a risk that these will not be sufficient and some service reductions may be required for a balanced budget to be set.
- 18.15 The financial position and budget gaps set out in this report assume that all savings in 2024/25, previously approved savings and any new savings for 2025/26 when the budget is approved in March 2025 are delivered in full. In

advance of the full draft budget being presented to Cabinet in February 2025, all assumed savings will need to have full delivery plans in place that provide assurance on delivery.

#### Changes in Accounting Practice

- 18.16 The Dedicated Schools Grant (DSG) currently has a statutory override which allows the Council to separate DSG deficits from local authority reserves which is in place until March 2026. Funding arrangements are not known after 2026 and there is a risk that this deficit will fall to the Council to fund from its own reserves. The Safety Valve programme is delivering well to reduce the spend on the high needs block and is in line with the agreed timetable but at the same time the Council continues to see increases in the number of children with Education Health and Social Care Plans over and above what had been assumed when agreeing the programme with the DfE. The Council's low level of reserves will make it particularly challenging if the funding of the DSG deficit falls to the Council after 2026 and work will continue with the DfE to find a longer-term solution to funding for schools and high needs.
- 18.17 To recognise the financial impact of risks facing the Council and manage this uncertainty it is vital that adequate reserve levels are maintained and the budget each year includes a level of contingency. The current level of reserves is lower than the Council would want, and the aim is to increase levels over the course of the MTFs and where there is an unplanned drawdown of reserves they will need to be replenished.

#### Reserves and Contingency

- 18.18 The Councils corporate contingency budget for 2025/26 will be set at £10m, an increase of £3m from the previous year. The General Fund reserve will be maintained at £15m, with other reserves totalling £52.3m in March 2024.
- 18.19 Based on known commitments this year, the forecast balance for March 2025 on reserves is £43.5m as shown in Table 8 below. This assumes no further drawdown in 2024/25 to fund the current overspend which is a significant risk. A number of the reserves are committed or not available and therefore the General Fund balance of £15.1m and the £3.3m of reserves is a more realistic assumption of what is available to use to manage risks and uncertainties. This represents only 5.4% of the net budget which is an unsustainable level and given the current in year overspend forecast for 2024/25.
- 18.20 Therefore, any use of reserves to balance the budget next year is not a viable option and across the medium term there will need to be a planned replenishment of reserves to a more sustainable level. Replenishment means making an annual contribution to reserves included in the budget agreed in March each year. Given the significant budget gap that remains for 2025/26, any replenishment will commence from the 2026/27 budget.

- 18.21 A full five-year review on reserve balances and a five-year forecast will be included in the Budget report to Cabinet in February 2025.

**Table 8: Reserves for 2024/25 and 2025/26**

	<b>Actual March 2024 £'000</b>	<b>March 2025 Forecast £'000</b>
General Fund Reserve	15,140	15,140
<b>Risks and Uncertainties</b>		
Transformation Reserve	5,037	3,073
Labour market resilience reserve	230	230
Budget Planning reserve	5,096	0
Collection Fund	1,231	0
<b>Total Risk and Uncertainties</b>	<b>11,594</b>	<b>3,303</b>
<b>Contracts and Commitments</b>		
Services Reserve	11,747	11,707
Unspent grants reserve	12,706	12,302
PFI lifecycle reserve	5,533	5,533
Debt Repayment Reserve	1,072	1,072
Insurance Reserve	7,234	7,234
Schools Reserve	2,400	2,400
<b>Total Contracts and Commitments</b>	<b>40,692</b>	<b>40,248</b>
<b>Grand Total</b>	<b>52,286</b>	<b>43,551</b>

## 19 Consultation and Scrutiny

- 19.1 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents and businesses on the draft budget and the proposals within it.
- 19.2 This consultation and engagement exercise will begin following the Call In period and will conclude on 2<sup>nd</sup> January 2025. The results will be shared with Cabinet so they can be taken into consideration in the setting of the final budget and the implementation of budget decisions.

- 19.3 There needs to be considerable further work undertaken between now and the issue of the Budget report in February 2025 to present a balanced Budget to be agreed.
- 19.4 Therefore, while this year's Budget consultation and engagement process will include budget proposals described in this report, it must be recognised that there will be significant additional proposals required to balance the budget, after the Budget consultation document has been issued but before the consultation closes. The consultation will focus on proposals which most directly impact residents and will allow responders to share how they believe they will be impacted and also any ideas they have for ways the council might bridge the budget gap.
- 19.5 Statutory consultation with businesses and engagement with partners will also take place during this period and any feedback will be considered and, where agreed, incorporated into the final February 2025 report.
- 19.6 Additionally, the Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Scrutiny Panels and Overview and Scrutiny Committee from November to January. The Overview and Scrutiny Committee will then meet in January 2025 to finalise its recommendations on the budget package. These will be reported to Cabinet for their consideration. Both the recommendations and Cabinet's response will be included in the final Budget report recommended to Full Council in March 2025.
- 19.7 Finally, the consultation when published will be clear in the report which proposals it is anticipated would be subject to further, specific consultation as they move towards implementation.

## **20 Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes**

- 20.1 The Council's draft Budget aligns to and provides the financial means to support the delivery of the Corporate Delivery Plan outcomes.

## **21 Carbon and Climate Change**

- 21.1 There are no direct carbon and climate change implications arising from the report.

## **22 Statutory Officers comments (Director of Finance, Head of Procurement, Assistant Director of Legal and Governance, Equalities)**

### **Finance**

- 22.1 The financial planning process ensures that the Council's finances align to the delivery of the Council's priorities as set out in the Borough Vision and Corporate Delivery Plan. In addition, it is consistent with proper

arrangements for the management of the Council's financial affairs and its obligation under section 151 of the Local Government Act 1972.

- 22.2 Ensuring the robustness of the Council's 2025/26 budget and its MTFS 2024/25 – 2028/29 is a key function for the Council's Section 151 Officer (CFO). This includes ensuring that the budget proposals are realistic and deliverable. As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.
- 22.3 The formal Section 151 Officer assessment of the robustness of the council's budget, including sufficiency of contingency and reserves to provide against future risks will be made as part of the final budget report to Council in March 2025.
- 22.4 The removal of the DEN projects from the capital programme and the pivot to an alternative solution may trigger a clawback of grant spent to date. Officers are discussing the change of strategy with the relevant government department to minimise the risk of clawback.

### **Procurement**

- 22.5 Strategic Procurement have been consulted in the preparation of this report and will continue to work with services to enable cost reductions. Strategic Procurement note the recommendations in section 3 of this report do not require a procurement related decision.

### **Assistant Director of Legal & Governance**

- 22.6 The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. It is for the Cabinet to approve the proposals and submit the same to the Full Council for adoption in order to set the budget. However, the setting of rents and service charges for Council properties is an Executive function to be determined by the Cabinet.
- 22.7 The Council must ensure that it has due regard to its public sector equality duty under section 149 of the Equality Act 2010 in considering whether to adopt the recommendations set out in this report.
- 22.8 The report proposes new savings proposals for the financial year 2025/26, which the council will be required to consult upon and ensure that it complies with the public sector equality duty.

### **Equality**

- 22.9 The Council has a public sector equality duty under the Equality 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.
- 22.10 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 22.11 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 22.12 This report details the draft budget proposals for 2025/26 and MTFS to 2029/30, including budget adjustments and capital proposals.
- 22.13 The proposed decision is for Cabinet to note the budget proposals and agree to commence consultation with residents, businesses, partners, staff and other groups on the 2025/26 Budget and MTFS. The decision is recommended to comply with the statutory requirement to set a balanced budget for 2025/26 and to ensure the Council's finances on a medium-term basis are secured through the four-year Medium-Term Financial Strategy.
- 22.14 Existing inequalities have widened in the borough in recent years because of the COVID-19 pandemic, national economic challenges, and persistently high inflation, with adverse impacts experienced by protected groups across many health and socioeconomic outcomes. Due to high inflation in the last two years, many residents are finding themselves less well off financially and more are experiencing, or on the periphery of, financial hardship and absolute poverty. Greater socioeconomic challenge in the borough drives demand for the Council's services, which is reflected in the impacts on spend for adult social care, children's services and temporary accommodation detailed elsewhere in this report.
- 22.15 A focus on tackling inequality underpins the Council's priorities and is reflected in the current Corporate Delivery Plan. Despite the significant financial challenge outlined in this report, the Council is committed to ensuring resources are prioritised to meet equality aims.
- 22.16 During the proposed consultation on Budget and MTFS proposals, there will be a focus on considering the implications of the proposals on individuals with protected characteristics, including any potential cumulative impact of these decisions. Responses to the consultation will inform the final package of savings proposals presented in February 2025.
- 22.17 Savings proposals identified between the publication of this report and the final package of proposals identified in February 2025 will undergo an equalities screening process to identify where negative impacts on protected

groups may arise. Where such potential impacts are identified, a full Equalities Impact Assessment will take place to understand the impacts in full and describe the actions to mitigate those impacts. At this stage, the assessment of the potential equalities impacts of decisions is high level and, in the case of many individual proposals, has yet to be subjected to detailed analysis. This is a live process, and as plans are developed further, each service area will assess their proposal's equality impacts and potential mitigating actions in more detail.

- 22.18 Initial Equality Impact Assessments for relevant savings proposals will be published in February 2025 and reflect feedback regarding potential equality impacts gathered during the consultation, where proposals are included. If a risk of disproportionate adverse impact for any protected group is identified, consideration will be given to measures that would prevent or mitigate that impact. Final EQIAs will be published alongside decisions on specific proposals. Where there are existing proposals on which decisions have already been taken, existing Equalities Impacts Assessments will be signposted.

**23 Use of Appendices**

- Appendix 1 Forecast Budget Pressures 2025/26
- Appendix 2 Summary of new proposed savings and management actions
- Appendix 3 Summary of proposed changes to the Capital Programme 2025/26 to 2029/30

**24 Background papers**

None

**2025/26 Forecast Budget Pressures**

**Appendix 1**

<b>Directorate</b>	<b>Service</b>	<b>Description</b>	<b>2025/26 Forecast Pressure (£'000)</b>
Culture, Strategy and Engagement	Digital Services	Additional essential IT and digital costs to protect against cyber security and licensing costs,	545
Culture, Strategy and Engagement	Human Resources	Additional cost of Disclosure and Barring Service checks and reduction in the income budget to reflect lower levels of income from schools than expected.	74
Placemaking and Housing	Assets – operational estate	The increase budget will address the current overspend in running costs of the Council’s operational estate, including repairs and maintenance, utility costs and business rates.	2,200
Placemaking and Housing	Strategic Asset Management	The Strategic Asset Management Team are currently funded through one off funding that is due to end in March 2025 and therefore ongoing funding of the team means alternative funding is required in the base budget. A further review of resource requirements of the team will be undertaken in 2025/26.	1,500
Children and Family Services	Education Psychology Service (EPS)	Loss in funding through the reclassification of the High Needs Block funding (HNB). The HNB can no longer be used to support EPS statutory Service and there is a need for an increase in staff numbers to meet increase in demand.	860
Children and Family Services	Education, Health and Social Care Plans	Loss in High Need Block Funding as HNB can no longer contribute towards a Statutory Assessment Team and there is a need for an increase in staff numbers to meet increase in assessments.	475
Children and Family Services	Home to School Transport	Increase in the number of children requiring home to school transport and increase in the price of transport.	1,439
Children and Family Services	Children’s Social Care	Increase in the number and cost of high-cost placements to support looked after children and those requiring Council’s support.	3,085
Environment and Resident Experience	Housing Benefit	Increase in the budget for bad debts provision for housing benefit claims and review of those in receipt of housing benefit in supported accommodation.	3,500

Directorate	Service	Description	2025/26 Forecast Pressure (£'000)
Adults, Health and Communities	Housing Demand	<p>Due to market challenges and increased demand, the cost of temporary accommodation is increasing.</p> <p>Overall cost projections take into account; the predicted number of households accessing temporary accommodation, the landlord charges and amounts recoverable, any predicted rise in charges, the expected movement out of temporary accommodation based of historic performance trends and any specific schemes and initiatives that provide additionality either in movement or reduced unit cost (our mitigations). These are predominantly new social housing supply and new council temporary accommodation. We are under a statutory obligation to provide temporary accommodation until alternative settle accommodation is secured.</p>	10,797
Adults, Health and Communities	Adult Social Care	<p>Adult Social Care faces a number of challenges which affect total numbers in the population who may have eligible needs. Demography, multiple health conditions, including lifelong conditions, age of individuals and other socio-economic factors, where the increase in numbers with a long-term care package accounts for approximately 50% of the pressure. Whilst the increase in cost can be explained in part by price increases in an increasingly challenged provider market, there is significant evidence to account for the increase in cost that is as a result of increasingly poor health conditions among older adults and the impact of those transitioning from children's services, where the impact of the rise in EHCP is having an impact on adults, this results in more complex care packages where eligibility for funded health care will not offset the overall increase.</p>	15,160
	<b>Total</b>		<b>39,635</b>

## 2025/26 PROPOSED SAVINGS

## Cross Council - Savings

Panel	Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
The main Overview and Scrutiny	<u>Enabling Services Review</u> <i>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.</i>	All	160,000	(1,000)	(1,000)	(500)	-
The main Overview and Scrutiny	<u>Procurement and Contract Management</u> <i>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.</i>	All	600,000	(3,000)	(3,000)	(3,000)	-

Panel	Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
The main Overview and Scrutiny	<p><u>Staffing Efficiencies</u>  <i>Staffing budgets in the Council chargeable to the General Fund amount to c.£160m. All Directorates are required to deliver a 5% reduction in their staffing budget from 2025/26. Recognising all services are different, there is no single approach and instead Directorates will use a range of tools, including:</i></p> <ul style="list-style-type: none"> <li>• <i>Implementing a vacancy rate and/or reducing vacant posts.</i></li> <li>• <i>Reducing use of agency workers.</i></li> <li>• <i>Review of spans and layers of control to reduce management overheads.</i></li> </ul> <p><i>Service efficiencies resulting in fewer employees being required.</i></p>	All	160,000	(8,560)	-	-	-
Housing Planning and Development	<p><u>Asset Management</u>  <i>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.</i></p>	Cllr Gordon	11,000	(350)	(450)	(300)	
The main Overview and Scrutiny	<p><u>Income Generation</u>  <i>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</i></p>	All	N/A	(500)	-	-	-
<b>TOTAL</b>				<b>(13,410)</b>	<b>(4,450)</b>	<b>(3,800)</b>	<b>0</b>

## Culture, Strategy and Engagement- Service Specific Savings

Panel	Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
The main Overview and Scrutiny	<u>Digital Transformation</u> <i>Through the Digital Service staffing restructure and a new approach, we now have a team of developers who are developing a roadmap of digital opportunities across different directorates, already adding up to almost half of the current target of £2.8m. We can now propose going further with digital transformation savings for the Council, with a target of £2m per year for each of 2026/27 and 2027/28 from across the Council. We are also already 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.</i>	Cllr Carlin	6,000	(200)	(2,000)	(2,000)	-
The main Overview and Scrutiny	<u>Culture</u> <i>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</i>	Cllr Arkell	2,443	(25)	-	(100)	(125)
The main Overview and Scrutiny	<u>New Local Membership</u> <i>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.</i>	Leader	20	(20)	-	-	-

Panel	Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
The main Overview and Scrutiny	<i>to remove the annual budget provision (£25k pa) and in future a business case would need to be made during the budget round for the resources to undertake a residents survey.</i>	Leader	25	(25)	-	-	-
The main Overview and Scrutiny	<u>Residents Survey</u> <i>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 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 a business case would need to be made during the budget round for the resources to undertake a residents survey.</i>	Cllr Carlin	600	(100)	-	-	-
The main Overview and Scrutiny	<u>Registrars</u> <i>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.</i>	Cllr Carlin	(532)	(90)	-	-	-
<b>TOTAL</b>				<b>(460)</b>	<b>(2,000)</b>	<b>(2,100)</b>	<b>(125)</b>

## Adults Health & Communities – Service Specific Savings

Panel	Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
Adults and Health Scrutiny Panel	<u>Connected Care Review</u> <i>To review the delivery model for the Connected Care Service to identify alternate options for enhanced service offer and sustainability, selecting and implementing the most appropriate model to ensure this vital service best meets the needs of residents and is sustainable.</i>	Cllr das Neves	200	49	(879)	(35)	-
Adults and Health Scrutiny Panel	<u>Day Opportunities – Commissioning Review</u> <i>To undertake a commissioning review of the current range and type of day opportunities available to eligible Haringey residents and their carers.</i>	Cllr das Neves	7,500	0	(100)	(300)	(450)
Adults and Health Scrutiny Panel	<u>Integrating Connected Communities</u> <i>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.</i>	Cllr das Neves	750	(700)	-	-	-

Panel	Description	Cabinet Member	Budget impacted (£'000)	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
Housing Planning and Development	<u>Housing Related Support Contract Savings</u> <i>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 value contracts where we have clear data to show low utilisation rates.</i>	Cllr Williams	10,600	(412)	-	-	-
<b>TOTAL</b>				<b>(1,063)</b>	<b>(879)</b>	<b>(35)</b>	<b>-</b>

### Environment and Resident Services – Service Specific Savings

Panel	Description	Cabinet Member	Budget impacted	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
Climate Community Safety and Environment Panel	<u>Parking Fees &amp; Charges</u> <i>Parking and Highways Fees and Charges review to ensure Controlled Parking Zone costs are fully recovered.</i>	Cllr Chandwani	22,425	(500)	-	-	-
Climate Community Safety and	<u>Parking services optimised efficiency</u> <i>A review of parking operations to optimise efficiency levels through increase use of technology and changes to deployment plans</i>	Cllr Chandwani	22,425	(300)	-	-	-

Panel	Description	Cabinet Member	Budget impacted	2025/26 Savings proposed (£'000)	2026/27 Savings proposed (£'000)	2027/28 Savings proposed (£'000)	2028/29 Savings proposed (£'000)
Environment Panel							
The main Overview and Scrutiny	<u>Reduction in Housing Benefit accommodation costs</u> <i>Creation of a focused team dedicated to providing a joined-up assessment of Housing Benefit Supported Accommodation and the criteria for successful claims, so that it is consistent with neighbouring authorities.</i>	Cllr Chandwani		(200)	(200)	-	-
The main Overview and Scrutiny	<u>Leisure service means tested discounting</u> <i>Introduce means tested discounting for Leisure Centre memberships and services to ensure access to fitness and leisure is open to all. This replaces the current blanket discount for all customers aged 65 and over but opens up discounts to disabled young people and those on low incomes.</i>	Cllr Arkell	1,837	(200)	-	-	-
➤ The main Overview and Scrutiny and • Climate Community Safety and Environment Panel	<u>A range of Management actions:</u> <ul style="list-style-type: none"> <li>➤ Directorate service review (£167,000)</li> <li>➤ Review of Council Tax Reduction Scheme (£2m)</li> <li>• Street Lighting - reduced energy costs (£67,000)</li> <li>• Reduction in cost of Out of Hours contract savings (£80,000)</li> <li>• Parking visitor voucher storage savings (£300,000)</li> </ul>	Cllr Chandwani	1,895 34,900 1,263 110 6,795	(2,614)	-	-	-
<b>TOTAL</b>				<b>(3,814)</b>	<b>(200)</b>	-	-

**Children's Services and Education – Service Specific Savings**

<b>Panel</b>	<b>Description</b>	<b>Cabinet Member</b>	<b>Budget impacted (£'000)</b>	<b>2025/26 Savings proposed (£'000)</b>	<b>2026/27 Savings proposed (£'000)</b>	<b>2027/28 Savings proposed (£'000)</b>	<b>2028/29 Savings proposed (£'000)</b>
Children & Young People	<u>Pendarren House</u> <i>This proposal is for Pendarren Activity Centre to become fully self funded and therefore reduce the Council's contribution.</i>	Cllr Brabazon	25	(25)	-	-	
<b>TOTAL</b>				<b>(25)</b>	<b>-</b>	<b>-</b>	

## Proposed Changes to Capital Programme 2025/26 to 2029/30 Appendix 3

Adults, Communities and Health

Panel	Adults, Health & Communities (AHC)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	Total (£'000)
	Budget	9,038	5,051	7,377	12,377	28,341	0	62,184
	<b>Proposed Reductions</b>							
Adults and Health Scrutiny	Osborne Grove Nursing Home	(700)	(1,000)	(5,000)	(10,000)	(28,341)	0	(45,041)
Adults and Health Scrutiny	Wood Green Integrated Care Hub	0	(1,000)	0	0	0	0	(1,000)
Adults and Health Scrutiny	Locality Hub	(810)	(337)	0	0	0	0	(1,147)
	<b>Total</b>	<b>(1,510)</b>	<b>(2,337)</b>	<b>(5,000)</b>	<b>(10,000)</b>	<b>(28,341)</b>	<b>0</b>	<b>(47,188)</b>
	<b>Proposed Increases</b>							
Housing Planning and Development	Initiatives under Housing Demand Programme		5,000					5,000
	<b>Total</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
	Proposed Net Increase/(Reduction)	(1,510)	2,663	(5,000)	(10,000)	(28,341)	0	(42,188)
	<b>Revised Budget</b>	<b>7,529</b>	<b>7,714</b>	<b>2,377</b>	<b>2,377</b>	<b>0</b>	<b>0</b>	<b>19,997</b>

Proposed Reductions

- The Osbourne Grove Nursing Home scheme was in the capital programme on a self-financing basis and that it would generate enough savings by having in borough care to pay for the cost of creating and running the facility. The project has not been able to generate sufficient savings so is being withdrawn from the programme.
- The Wood Green Integrated Care Hub was an NHS led project. The NHS has decided not to proceed with the scheme so the Council contribution will no longer be required.
- The Locality Hub scheme cost has been lower than expected, so the budget can be reduced. Should further hubs be required they will be considered for

inclusion in the next budget cycle alongside other competing priorities for capital investment.

### Proposed Increases

- Initiatives to reduce use of temporary accommodation. This budget is a contribution from the General Fund to the HRA for the purchase of additional houses to support more people rather than being placed in temporary accommodation. Each purchase will be subject to a business case that proves that the purchase will save more than the cost of temporary accommodation and the cost of servicing the debt.

### Culture, Strategy and Engagement

Panel	Culture, Strategy & Engagement	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	Total (£'000)
	<b>Current Budget</b>	54,025	36,941	12,954	1,570	0	0	105,490
	<b>Proposed Reductions</b>							
The main Overview and Scrutiny	Alexandra Palace	0	0	(1,540)	0	0	0	(1,540)
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>(1,540)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,540)</b>
	<b>Proposed Increases</b>							
The main Overview and Scrutiny	Capital support for delivering digital solutions	0	1,965	1,000	0	0	0	2,965
	<b>Total</b>	<b>0</b>	<b>1,965</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,965</b>
	Proposed Net Increase/ (Reduction)	0	1,965	(540)	0	0	0	1,425
	<b>Revised Budget</b>	<b>54,025</b>	<b>38,906</b>	<b>12,414</b>	<b>1,570</b>	<b>0</b>	<b>0</b>	<b>106,915</b>

### Proposed Reductions

- Following a review of capital expenditure needed for Alexandra Palace, it is proposed that £1.5m can be removed for 2026/27 but this will be subject to review as part of the 2026/27 budget setting process.

### Proposed Additions

- Increasingly, organisations like the Council, are more and more reliant on IT for the delivery and transformation of services. This investment is required to allow the Council to continue to improve service delivery and efficiency and the resident experience by investment into replacement and new digital tools.

### Environment and Resident Experience

Panel	Environment & Resident Experience	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	Total (£'000)
	Budget	35,060	26,043	32,167	33,197	28,360	0	154,825
	<b>Proposed Reductions</b>							
The main Overview and Scrutiny	Move Broadwater Farm Leisure Refurb to HRA	0	(236)	0	0	0	0	(236)
Climate Community Safety and Environment	Decentralised Energy Networks	(6,597)	(10,326)	(16,750)	(16,000)	(17,813)	0	(67,486)
The main Overview and Scrutiny	Reduce Festive Lighting Lights	0	(75)	0	0	0	0	(75)
Climate Community Safety and Environment	Borough Roads	0	(1,250)	0	0	0	0	(1,250)
	<b>Total</b>	<b>(6,597)</b>	<b>(11,887)</b>	<b>(16,750)</b>	<b>(16,000)</b>	<b>(17,813)</b>	<b>0</b>	<b>(69,047)</b>
	<b>Proposed Increases</b>							
Climate Community Safety and Environment	Structures (Cornwall Road, Ferry Lane, & Wareham Road Bridge)	0	2,100	0	0	0	0	2,100
Climate Community Safety and Environment	Flood Water Management	0	1,200	900	900	900	900	4,800
The main Overview and Scrutiny	Replacement Parks and Housing Machinery	0	300	250	100	50	50	750

Climate Community Safety and Environment	Borough Parking Plan	0	250	250	250	250	250	1,250
Climate Community Safety and Environment	Increase in Disabled Bays	0	150	80	80	80	80	470
Climate Community Safety and Environment	New Communal Refuse Round Vehicles		180					180
Climate Community Safety and Environment	Waste Vehicles and Bins	0	0	25,101	0	0	0	25,101
	<b>Total</b>	<b>0</b>	<b>4,180</b>	<b>26,581</b>	<b>1,330</b>	<b>1,280</b>	<b>1,280</b>	<b>34,651</b>
	Net Increase/(Reduction)	(6,597)	(7,707)	9,831	(14,670)	(16,533)	1,280	(34,396)
	<b>Revised Budget</b>	<b>28,463</b>	<b>18,336</b>	<b>41,998</b>	<b>18,527</b>	<b>11,827</b>	<b>1,280</b>	<b>120,429</b>

### Proposed Reductions

- Given the current financial constraints of the Council, it is proposed to reduce spend on the borough's roads in 2025/26 only and review again as part of the 2026/27 budget setting process. This will result in an average reduction of 33 to 23 road resurfacing schemes and a reduction of footway renewal schemes from 24 to 15.

### Proposed Additions

- The addition to the structures budget is necessary to fund urgent works to the bridges listed in the table above.
- Ongoing management of the infrastructure across the borough to manage flooding and surface water is essential and this proposed addition to the capital programme will allow for an annual rolling programme of maintenance to upgrade the existing infrastructure to combat the effects of climate change.
- Maintenance of the borough's parks and open spaces requires the routine replacement of parks and housing machinery, and this additional scheme will allow for an annual rolling programme of replacement.
- The Parking Investment Plan 2024/25 was approved by Cabinet on 12th March 2024 and the Council has a commitment to review all its controlled parking zones (CPZ) on a 5-year cycle and to implement new ones where there is a need.
- The extension of disabled parking facilities remains a priority. This service is essential for those with disabilities, who need to rely on car use for their independence. This includes access to education, employment, and leisure.

In 2025/26 it is aimed to significantly increase disabled parking provision near to places of interest. This will include (but is not limited to) high streets, medical centres, places of worship, community centres, and parks, completing the work undertaken in 2024/25. The disabled bays budget will allow the Council to meet this priority.

- The introduction of a new communal refuse round will require additional vehicles and machinery.
- The Council is retendering its waste collection service with a view to having a new service in place for April 2027. Currently the Council pays Veolia to provide vehicles in their contract price. It is estimated that the Council can fund the vehicles in a more financially advantageous manner.
- Tottenham Hale and Wood Green Decentralised Energy Networks (DEN). Given the Council's current financial position, the current Council led delivery model is no longer viable. Discussions are underway with Department of Energy Security and Net Zero (DESNZ) on the future scope of these schemes to eliminate the financial dependency on the Council whilst still supporting the Government's emerging policy on Heat Zoning. This scheme will be removed from the programme until future plans have been determined. Any future council funded capital requirement will be considered as part of future annual review of the Capital Programme and affordability will need to be considered alongside all other Council priorities for future capital investment.

### Placemaking and Housing

Panel	Placemaking & Housing	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	Total (£'000)
	Budget	160,940	47,927	131,646	4,200	0	0	344,713
	<b>Proposed Reductions</b>							
The main Overview and Scrutiny	Wards Corner	(6,085)	(2,937)	(1,400)	(1,200)	0	0	(11,622)
The main Overview and Scrutiny	Wood Green Regen	0	(1,449)	(552)	0	0	0	(2,000)
The main Overview and Scrutiny	Tottenham Streets & Spaces	(4,820)	(1,300)	0	0	0	0	(6,120)

	<b>Total</b>	<b>(10,905)</b>	<b>(5,686)</b>	<b>(1,952)</b>	<b>(1,200)</b>	<b>0</b>	<b>0</b>	<b>(19,742)</b>
	<b>Proposed Increases</b>							
Housing Planning and Development	Asset Management of Council Buildings	0	2,245	5,100	5,005	897	0	13,247
	<b>Total</b>	<b>0</b>	<b>2,245</b>	<b>5,100</b>	<b>5,005</b>	<b>897</b>	<b>0</b>	<b>13,247</b>
	Net Increase/(Reduction)	<b>(10,905)</b>	<b>(3,441)</b>	3,149	3,805	897	0	<b>(6,495)</b>
	<b>Revised Budget</b>	<b>150,035</b>	<b>44,486</b>	<b>134,795</b>	<b>8,005</b>	<b>897</b>	<b>0</b>	<b>338,218</b>

### Proposed Reductions

- The Wards Corner scheme under its current design is not financially viable and is proposed to remove from the capital programme until more detailed plans come forward. The Council has a compulsory purchase order in place to acquire properties on Wards Corner and this commitment will remain. The cost of any acquisitions will be funded through the Capital Programme's unallocated contingency line.
- The current capital programme includes a number of different schemes for place shaping in Wood Green and Tottenham Hale funded by borrowing of £7.6m and £16.4m respectively. Any schemes that are not yet committed are currently under review to ensure that the Councils takes a holistic view on capital investment across these two geographical areas and focus spend where it will have the biggest impact.

### Proposed Additions

- The recent survey of the Council's operational and commercial estate has identified that just over £13m will be required over the next five years to maintain the Council's estate. The Council is currently reviewing all of its operational estate to determine service delivery requirements for the future and therefore decisions on maintenance spend will be determined by the long-term use of each building. This budget will be subject to annual review.

## **Financial Scrutiny: Understanding your Role in the Budget Process**

This document summarises issues and questions you should consider as part of your review of financial information. You might like to take it with you to your meetings and use it as an aide-memoir.

### **Overall, is the MTFS and annual budget:**

- A financial representation of the council's policy framework/ priorities?
- Legal (your Section 151 Officer will specifically advise on this)?
- Affordable and prudent?

### **Stage 1 – planning and setting the budget**

Always seek to scrutinise financial information at a strategic level and try to avoid too much detail at this stage. For example, it is better to ask whether the proposed budget is sufficient to fund the level of service planned for the year rather than asking why £x has been cut from a service budget.

Possible questions which Scrutiny members might consider –

- Are the MTFS, capital programme and revenue budget financial representations of what the council is trying to achieve?
- Does the MTFS and annual budget reflect the revenue effects of the proposed capital programme?
- How does the annual budget relate to the MTFS?
- What level of Council Tax is proposed? Is this acceptable in terms of national capping rules and local political acceptability?
- Is there sufficient money in “balances” kept aside for unforeseen needs?
- Are services providing value for money (VFM)? How is VFM measured and how does it relate to service quality and customer satisfaction?
- Have fees and charges been reviewed, both in terms of fee levels and potential demand?
- Does any proposed budget growth reflect the council's priorities?
- Does the budget contain anything that the council no longer needs to do?
- Do service budgets reflect and adequately resource individual service plans?
- Could the Council achieve similar outcomes more efficiently by doing things differently?

### **Stage 2 – Monitoring the budget**

It is the role of “budget holders” to undertake detailed budget monitoring, and the Executive and individual Portfolio Holders will overview such detailed budget monitoring. Budget monitoring should never be carried out in isolation from service performance information. Scrutiny should assure itself that budget monitoring is being carried out but should avoid duplicating discussions and try to add value to the process. Possible questions which Scrutiny members might consider –

- What does the under/over spend mean in terms of service performance? What are the overall implications of not achieving performance targets?
- What is the forecast under/over spend at the year end?
- What plans have budget managers and/or the Portfolio Holder made to bring spending back on budget? Are these reasonable?
- Does the under/over spend signal a need for a more detailed study into the service area?

### **Stage 3 – Reviewing the budget**

At the end of the financial year you will receive an “outturn report”. Use this to look back and think about what lessons can be learned. Then try to apply these lessons to discussions about future budgets. Possible questions which Scrutiny members might consider –

- Did services achieve what they set out to achieve in terms of both performance and financial targets?
- What were public satisfaction levels and how do these compare with budgets and spending?
- Did the income and expenditure profile match the plan, and, if not, what conclusions can be drawn?
- What are the implications of over or under achievement for the MTFS?
- Have all planned savings been achieved, and is the impact on service performance as expected?
- Have all growth bids achieved the planned increases in service performance?
- If not, did anything unusual occur which would mitigate any conclusions drawn?

How well did the first two scrutiny stages work, were they useful and how could they be improved?

## Savings Tracker 2024-25

Saving proposal	2025/26-2028/29				Panel
	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	2028/29 £'000s	
Digital Transformation Savings	540				Children & Young People
John La Rose Bursary	15	15	15	0	Children & Young People
Maya Angelou Package of Services	75	0	0	0	Children & Young People
<b>Total</b>	<b>630</b>	<b>15</b>	<b>15</b>	<b>0</b>	

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**Report for:** Children & Young People's Scrutiny Panel – 19<sup>th</sup> November

**Title:** Work Programme Development

**Report**

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

**Lead Officer:** Philip Slawther, Principal Scrutiny Officer

Tel: 020 8489 5814, E-mail: [philip.slawther2@haringey.gov.uk](mailto:philip.slawther2@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 planning process for the Overview & Scrutiny Committee and the four Scrutiny Panels following the recent Scrutiny Café engagement event.

**2. Recommendations**

2.1 That the Panel notes the comments and feedback received from the Scrutiny Survey and the Scrutiny Café consultation event and gives consideration to including the priorities raised when developing its work programme.

2.2 That the Panel give consideration to the agenda items and reports required for it's next meeting on 13<sup>th</sup> January 2025.

**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 Panel will need to have regard to their capacity to deliver the programme and officers' capacity to support them in that task.

**4. Scrutiny Café and development of Work Programme 2024-26**

4.1 The Scrutiny Café event to inform the 2024-26 Work Programme was held on 20<sup>th</sup> September 2024 at the Engine Room in Tottenham. A large number of community and voluntary sector organisations were invited, and the event was well attended.

4.2 An online Scrutiny Survey was also developed and went live in August and early September in the run-up to the Scrutiny Café event. The survey was promoted on the Council's website and social media channels, as well as being

disseminated through various partnership networks in the local community. At the time of compiling the results, the Scrutiny Survey received 119 responses. The issues that respondents thought should be prioritised for each of the scrutiny bodies is included in the feedback from the Scrutiny Café attached as an appendix to this report. The Committee are invited to use the information received at the Scrutiny Café and the results of the Scrutiny Survey to help inform the work planning process for 2024-25 & 2025-26.

- 4.3 Participants at the Scrutiny Café were divided into five tables, each one orientated to a particular scrutiny body, namely: Adults and Health; Children and Young People; Climate, Community Safety & Environment; Placemaking & Housing; and the main Overview & Scrutiny Committee. Each table was chaired by the relevant chair of that body. During the Scrutiny Café, attendees were invited to put forward their issues of concern, and the areas in which they thought Scrutiny should look at as part of its work programme for the next two years. Attendees were then asked to prioritise the issues that had been put forward and suggest a top three.
- 4.4 A summary of the issues and priorities identified through the Scrutiny Café and Scrutiny Survey for the Children & Young People's Scrutiny Panel are provided as appendices to this report. These priorities should be carefully considered developing the work programme. Not all of the priorities put forward can be Scrutiny Reviews. Members should note that there are other methods of including a particular topic in the work programme, short of undertaking a review, such as; questions to the Cabinet Member, and a one-off report to Scrutiny. Scrutiny can also undertake site visits and invite external participants to attend meetings and give evidence.
- 4.5 At the 14<sup>th</sup> of October meeting of OSC, each of the four Scrutiny Panels was tasked with looking at the feedback from the scrutiny café in relation to their respective areas and to use this information to develop their own work programmes. The work programmes for each of the panels will come back to the November meeting of OSC for ratification.

## **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 In the past, Scrutiny has undertaken short, focused pieces of work, referred to as 'Scrutiny in a day'. It is 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 and the Corporate Delivery Plan 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 – Feedback from the Scrutiny Café – Children & Young People’s Panel

Appendix B - Draft Work Programme.

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## Scrutiny Café 2024 – 20 September 2024

### Children and Young People

#### *Top Priorities from Survey from within terms of reference:*

- 1) Transitioning and Autism
- 2) SEND & Housing
- 3) Stop & Search
- 4) Ethical debt policy and the impact on low-income families

#### *Top Priorities from the Scrutiny Café:*

- 1) Schools and Education – 52
- 2) Youth Service s- 50
- 3) Early Years and Childcare -48
- 4) Safeguarding children – 33
- 5) Looked after children and care leavers – 29

#### *Specific Suggested Issues or Concerns:*

No.	Suggestion	Comment(s)	Priority – High, Medium or Low	Proposed Action  (Item for future Panel meeting/potential review/Cabinet Member Question/no further action).
1.	Ethical debt collection	Issues relating to ethical debt collection policy. There were numerous cases of low-income families who had missed their council tax payments. When one payment was missed, tenants were liable for the whole amount. Bailiffs when seeking repayment tended to behave aggressively and this would be observed by children and impact them. Alternative manners of debt collection needed to be sought.	Medium	Item referred to the OSC.
2.	Unemployment after school	Children experienced unemployment after they had been through the schooling system. Daughters United were now working with schools to help children to engage and have transparent conversation regarding their future. It was an evidenced based organisation. Parents often suffered from traumas especially with refugees and	Medium	Questions to Cabinet Member

No.	Suggestion	Comment(s)	Priority – High, Medium or Low	Proposed Action  (Item for future Panel meeting/potential review/Cabinet Member Question/no further action).
		needed an understanding of culture and traditions. Daughters United provided bespoke packages in a transparent and supportive way including a one stop shop women to help them get back into employment.		
3.	Autism and Autism in girls	Resources for autism found that children and young people who were on waiting lists were high. In relation to girls, underrepresentation was high. General inclusivity towards autistic people was needed. Even live events hosted by the Council was an example of un-inclusivity of autistic or deaf people. Girls ‘masked’ more often than boys. This meant that opportunities for girls would be impacted in future. Haringey had an autism strategy which was a 10-year strategy. This was a large timespan for change significantly, so the progress of the strategy itself may need to be considered.	Medium	Update on the Autism Strategy to come to a Future Panel meeting.
4.	Young people in the Caribbean community	Recent statistics in the Caribbean community revealed clear disadvantages. Young people suffered from alienation. This caused problems when community members spent their recreational time as the outdoors had an absence for spaces for young people who then ended up on the streets sometimes in trouble with the police. They also developed mental health issues. They did not feel valued and this triggered problems in the home which escalated. Young people also needed mental health support. Dealing with mental health such as the use of counselling in conjunction with specific cultural aspects of the community had not been taken into consideration. Young people from Caribbean or African backgrounds were also disproportionately targeted by police.	Medium/ High	Questions on disproportionality to be put to the Cabinet Member.  A further update on mental health and wellbeing to come to a future meeting.
5.			Medium	

No.	Suggestion	Comment(s)	Priority – High, Medium or Low	Proposed Action  (Item for future Panel meeting/potential review/Cabinet Member Question/no further action).
	Mental Health issues in young people	Work needed to be done on socialising children during puberty as mental health issues could accumulate and young people were being bombarded with various potentially bringing each other up. Something that addresses helping year 6 or 7 children onwards especially those dealing with puberty dealing with growing up.		A report on the monitoring and interventions to improve mental health and wellbeing in children to come to a future meeting.
6.	Social Media Use	There were issues with young people misusing social media and the need to be able to use smart phones in a way that was safe for them. Children had mental health support via apps in school. The mental health of parents needed to be taken into consideration and how children coped with this issue at home.	Low	No further actions
7.	Transitioning from Adults to Children's Services	There were issues with transitioning between children services and adult services. Sometimes it was difficult to know who the caseworker was working with a particular family. This frustrated families and often when they got hold of someone reliable, the individual could leave their job causing a breakdown in communication between families and authorities. There were issues with personal budgets. It was important to give parents tools on how to cope and have a constructive relationship with their child.	High	A joint meeting of the Adults and Children's Panels will be held to discuss transitions.
8.	Adequate accommodation for children with disabilities	There were parents with children who lived with disabilities living in subsidised housing and it was hard to help these types of families and adequate accommodation did not necessarily help the child. Working closely with Housing to assist families in the timely way could help along with how families were responded to.	High	A report to come to a future panel meeting.

No.	Suggestion	Comment(s)	Priority – High, Medium or Low	Proposed Action  (Item for future Panel meeting/potential review/Cabinet Member Question/no further action).
9.	Cycle Training	Cycle training needed to be made available to Haringey's children. Cycling promoted social interaction and having a sense of responsibility. It should be part of schooling like swimming was. Scrutiny could do a survey of how many people were cycling.	Low	Question to be put to the Cabinet Member.
10.	Useful tool for communicating with parents	It was worth noting the direct information flow which school newsletters had along with talking to parents. Schools were a good place for making links into the community.	N/a	No further action.
11.	Ethical debt collection and potential long term-effects	Many problems relating to children indirectly involved council tax collection or other areas being outsourced to external companies. If the Council knocked on people's doors, there was concern that this would be about money or something else that the Council wanted from tenant, not about engaging with young people or providing a service to the community. People had a generally negative attitude towards the Council leading the Council to spend money to re-engage community members. Residents have had their belongings taken from them for the debt they owe and children having observed this would remember the experience and associate it with the Council. Exemptions were made for people on low incomes who were exempt from council tax payment, but consideration should be given to households with children. Engagement with families and sending round bailiffs not going to help everything.	High	Referred to the main OSC for a report to be submitted to a future meeting.
12.	Homelessness and its effect on young people	There were issues with homelessness. It was difficult to send the children to the park as homeless people had created community around the park and this was unnerving. The park was less	Medium	Referred to the Housing Panel.

No.	Suggestion	Comment(s)	Priority – High, Medium or Low	Proposed Action  (Item for future Panel meeting/potential review/Cabinet Member Question/no further action).
		occupied by children and more with homeless people.		
14.	Facilities for Young People	Hobbies and interests were only catered for after 18. There were no youth clubs, no after school clubs and nothing for young people to engage in activities.	Medium	Questions to the Cabinet Member
15.	Complaints procedures	In relation to children’s services, when a parent made a complaint there should be an independent person present who was not a Haringey employee. A co-production approach rather than a consultative approach should be taken. There needed to be clarity regarding the complaints pathway and process.	Low	The Annual Complaints and Feedback report is considered by OSC on an annual basis – no further action.
16.	Transitioning and Autism	One of the challenges was allocations of funding for students with significant needs. Some schools took students with needs on and were supposed to receive additional funding, but this could be delayed or students could be taken on by a school for whom additional funding had not been provided. The increase in demand was also high. Work needed to be done with Haringey to streamline how this process could work better. Haringey was supposed to be commissioned to create transitions group for SEND students. This had faded out and transitioning from 18 to 25 was difficult. There was also no provisioning and working on how to cope with young people with autism and how their home-living was supported. There was also not enough progression into employment. In relation to autism and disabilities, the Council had been focused only on severe ends of the spectrum, rather than those with moderate conditions. Not understanding the needs they had could	High	An update on the Autism Strategy would be provided to a future meeting.

No.	Suggestion	Comment(s)	Priority – High, Medium or Low	Proposed Action  (Item for future Panel meeting/potential review/Cabinet Member Question/no further action).
		result in them getting into trouble with Police who did not understand their needs. A review was currently being done on transitioning to adult services.		
17.	SEND & Housing	Adequate housing for young people with autism was also important. The Council was building more social homes and some of those homes were for people with disabilities, but Housing needed to communicate better with Learning Development services.	High	A report on the allocations policy will come to a future Children’s Panel meeting.
18.	Stop and Search Campaign	Consideration needed to be given as to if there was a particular area where individuals were commonly stopped and searched and possibly lead the way for a new scheme. Haringey was leading in this area and audits were to be undertaken regarding who was being stopped and searched.	High	Question to the Cabinet Member,
19.	More Police on the streets	More Police on the streets was required.	High	Referred to the Culture, Community Safety and Environment Panel.

## Children and Young People’s Scrutiny Panel

### Work Plan 2024 - 26

<p><b>1. Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings, that will be arranged as and when required, and other activities, such as visits. Should there not be sufficient capacity to cover all these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further detailed development and scoping.</p>		
<b>Project</b>	<b>Comments</b>	<b>Priority</b>
Housing and children	To look at how housing impacts on children and young people and, in particular those who may be vulnerable or where there might be safeguarding concerns.	

1. <b>“One-off” Items;</b> These will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.	
<b>Date</b>	<b>Potential Items</b>
<b>2023/24</b>	
<b>29 July 2024</b>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Appointment of Non-Voting Co-opted Member</li> <li>• Haringey Youth Justice Plan 2024-27</li> <li>• Performance Update</li> <li>• Haringey local area SEND CQC/OFSTED Inspection Outcome</li> </ul>
<b>9 September 2024</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Haringey local area SEND CQC/OFSTED Inspection Outcome</li> <li>• Update on the key issues relating to Housing &amp; Children</li> </ul>
<b>19 November 2024</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>

<b>(Budget)</b>	<ul style="list-style-type: none"> <li>• Haringey Safeguarding Children Partnership Annual Report 2023-2024</li> </ul>
<b>13 January 2025</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Exam and Test Results</li> </ul>
<b>13 February 2025</b>	<ul style="list-style-type: none"> <li>• Further Update around the Mental Health &amp; Wellbeing of Young People.</li> <li>• Children’s Social Care; Annual Performance 2023/24</li> <li>• Private Fostering Update 2023/24</li> <li>• Housing Allocations Policy (TBC)</li> </ul>

<b>2025/26</b>	
<b>Meeting 1</b>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Appointment of Non-Voting Co-opted Member</li> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> </ul>

	<ul style="list-style-type: none"> <li>• Performance Update</li> </ul>
<b>Meeting 2</b>	<ul style="list-style-type: none"> <li>• An update on the implantation of the Council’s Autism Strategy.</li> <li>• An update on how the Council’s ensures suitable accommodation is provided to children with disabilities.</li> </ul>
<b>Meeting 3</b>	<ul style="list-style-type: none"> <li>• Haringey Safeguarding Children Partnership Annual Report 2024-2025</li> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> </ul>
<b>Meeting 4 (Budget)</b>	<ul style="list-style-type: none"> <li>• Exam and Test Results</li> <li>• Budget Scrutiny</li> </ul>
<b>Meeting 5</b>	<ul style="list-style-type: none"> <li>• Children’s Social Care; Annual Performance 2025/26</li> </ul>