

NOTICE OF MEETING

ADULTS & HEALTH SCRUTINY PANEL

**Thursday, 13th November, 2025, 6.30 pm - George Meehan House,
294 High Road, N22 8JZ**

(To watch the live meeting click [here](#) or watch the recording [here](#))

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

Co-optees/Non Voting Members: Helena Kania

Quorum: 3

1. FILMING AT MEETINGS

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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 Members' Register of 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 interest are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

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

6. MINUTES (PAGES 1 - 16)

To approve the minutes of the previous meeting.

7. ACTION TRACKER

Report to follow.

8. SCRUTINY OF THE 2026/27 DRAFT BUDGET / 5-YEAR MEDIUM-TERM FINANCIAL STRATEGY (2026/27 - 2030/31) (PAGES 17 - 86)

To scrutinise the revenue and capital proposals relating to the 2026/27 Draft Budget and the Medium Term Financial Strategy (MTFS) for 2026/27 to 2030/31.

9. WORK PROGRAMME UPDATE (PAGES 87 - 90)

10. SCRUTINY REVIEW - SCOPING DOCUMENT (PAGES 91 - 94)

To amend/approve the draft scope and terms of reference for a Scrutiny Review on Communications with Residents (Adult Social Care).

11. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 3 above.

12. DATES OF FUTURE MEETINGS

- 16th December 2025 (6.30pm)
- 9th February 2026 (6.30pm)

Dominic O'Brien, Principal Scrutiny Officer
Tel – 020 8489 5896
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Fiona Alderman
Head of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Wednesday, 05 November 2025

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**MINUTES OF THE MEETING OF THE ADULTS & HEALTH
SCRUTINY PANEL HELD ON MONDAY 22ND SEPTEMBER, 2025,
6.30 - 10.05pm**

PRESENT:

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

13. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

14. APOLOGIES FOR ABSENCE

Apologies for lateness were received from Cllr Thayahlan Iyngkaran and from Cllr Lucia das Neves.

15. ITEMS OF URGENT BUSINESS

Dominic O'Brien, Scrutiny Officer, reported that the Overview & Scrutiny Committee had considered a Quarter 1 update report on the Corporate Delivery Plan at its meeting on 18th September 2025. One of the Key Performance Indicators (KPI) referred to in the report related to the number of complaints upheld by the Local Government & Social Care Ombudsman. Cllr Connor had requested that this issue be brought to the Scrutiny Panel for a response from officers/Cabinet Member. This would therefore be considered under Item 11 on the agenda.

16. DECLARATIONS OF INTEREST

Cllr Pippa Connor declared an interest by virtue of her membership of the Royal College of Nursing.

Cllr Pippa Connor declared an interest by virtue of her sister working as a GP in Tottenham.

Cllr Felicia Opoku declared an interest in relation to any discussions about the proposed merger of Integrated Care Boards (ICB), noting that she worked closely with ICB colleagues in a professional capacity.

Helena Kania declared as interest in Item 8 as a former co-Chair of the Joint Partnership Board.

17. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

18. MINUTES

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

Referred to page 3 of the Supplementary Agenda Pack, Cllr Opoku noted that graphs had been provided in response to the request for a breakdown of the number of physical and mental health conditions in younger adults with a care package. The context of the request was that the number of cases in the 50-64 age cohort had recently increased. However, the graphs only displayed the case numbers for the broader 18-64 age cohort. She requested that a breakdown of case numbers for more specific age cohorts be provided. **(ACTION)**

Cllr O'Donovan asked about the progress of the report for the Scrutiny Review on Hospital Discharges. Dominic O'Brien responded that the final version of the report was scheduled to be submitted to the meeting of the Overview & Scrutiny Committee on 27th November 2025.

RESOLVED – That the minutes of the meeting held on 30th June 2025 be approved as an accurate record.

19. FINANCE UPDATE - Q1 2025/26

In opening this item, Cllr Connor informed the Panel that the Quarter 1 Finance Update report provided had originally been part of the agenda papers for the meeting of the Cabinet on 16th September 2025 and that the Panel was required only to consider the sections of the report that related to the areas within its remit, such as adult social care.

Jo Baty, Director of Adult Social Care, provided an overview of the report, informing the Panel that Adult Social Care had an overspend of £7.6m at the end of Quarter 1 of 2025/26. The report illustrated the higher demand for services between 2019 and 2025 with an increase of the number of older adults accessing services by 34% and younger adults by 30%. Over the same period, the weekly financial commitments had increased by 64% for older adults and 60% for younger adults. This reflected the pressures of the market and other factors such as difficulties with recruitment and retention of care staff. There was less choice within the market compared with 10 years previously and providers felt able to charge more, particularly for cases with more complex needs. The cost of residential placements for younger adults with learning difficulties was now around £1,800 per week which represented a 29% increase since 2020. A nursing placement for an older adult with a physical disability was now £1,315 per week, also an increase of 29% since 2020.

Jo Baty explained that the Council's response to rising costs included working with neighbouring Boroughs and sub-regional partners, for example with market management, maximising joint funding with health and looking at best practice with

early intervention and prevention. She added that the Integrated Care Board (ICB) had similar financial challenges and so the Council was proactively working with them on hospital discharge and admission avoidance. The Council was also working with care home providers to look at opportunities for collaboration and integrated workforce development.

With regards to savings, the full year target for Adult Social Care was just under £4m. There had been challenges in securing extra resources for commissioning staff which was needed because this was the engine room of Adult Social Care in working proactively with providers, implementing the care strategy and driving down costs.

Officers then responded to questions from the Panel:

- Referring to paragraph 6.18 of the report, Cllr Connor requested clarification about the Exceptional Financial Support (EFS) required by the Council. Sara Sutton, Corporate Director of Adults, Housing & Health, explained that, as at the end of Quarter 1, the Council was expecting to require the full £37m of EFS from the Government for 2025/26. The capital and the cost of the borrowing would have to be repaid over the longer-term. The rate of interest was clarified as 6.2%. Sara Sutton noted that this would create an additional budgetary pressure of an additional £2.91m that could otherwise have been used for other spending. She added that, overall, this represented a significant financial crisis which the Council was responding to with a range of measures including a financial recovery plan and significant spending controls.
- Referring to paragraph 2.4, Cllr Connor noted that the forecast cost of adult social care was expected to be £7.5m higher in 2025/26 than in 2024/25 with a rise in the number of support packages and asked about the forecasting for future years. Sara Sutton explained that the modelling generally involved three scenarios: the best case, the worst case and the most likely case. However, there would often be unexpected variations. She also noted that Haringey Council was not alone in this scenario with 80% of adult social care budgets across the country overspent according to the recent ADASS Spring Survey. The assumptions built into the modelling were being continually reviewed including on the anticipated cost of care, number of service users and number of complex cases. She added that the current overspend represented a 7.2% variance on the adult social care budget.
- Neil Sinclair, Head of Finance (People), commented further about the modelling, which had been used to set the budget for 2025/26 back in October 2024. Placement data had been used but some factors were still changing, including rising costs. Long-term trends were factored in but there were currently some unusual trends, including the increases in the number of older adults. This information was all fed into the budget model but there was a challenge in planning and building a forecast for the next financial year. Jo Baty added that it was also important to triangulate that information with qualitative data, including conversations with strategic partners such as Disability Action Haringey and the reference groups of the Joint Partnership Board in order to test assumptions about what service users were experiencing.
- Cllr Brennan noted that home care costs did not appear to have risen relative to other costs. Referring to the graphs in the report, Sara Sutton noted that some areas of home care showed a decrease, but that there were corresponding increases elsewhere such as Direct Payments and there was an increase in

home care costs for older people with physical disabilities. There was therefore a mixed picture based on different cohorts within Adult Social Care.

- Asked by Cllr O'Donovan for further details on the achievement of planned savings for 2025/26, Jo Baty said that:
 - Staffing savings had been achieved already.
 - Connected Communities was also on track.
 - The development of the community support model had taken a little longer, but a project was due to report in the middle of November with some efficiencies expected. Many things were still done manually by email or phone which could be more effective digitally and there was also potential to signpost residents more effectively. Overall, the community support model was on track but there was a lot of work to do before the end of the financial year.
 - On reablement, the Council was receiving support from 31ten Consulting to modernise the service and reablement model for the future with the efficiencies on track in this area.
 - The indicator for supporting living was amber so this was behind at present, but the view was that the savings still needed to be delivered. The commissioning team had oversight of supporting living contracts and recruitment was underway to provide additional capacity.

Neil Sinclair said that:

- On transitions, the targets had been set in the budget for 2024/25 over a 5-year period. A business case had been developed in July 2023 based on the number of children expected to transition to adult services over the next five years. That data had now been refreshed and more was now understood about costs. The savings target of £1.152m for 2025/26 had been based on a projected cost of £4.2m for that cohort of young people but the actual cost was now projected to be closer to £3.2m. The cost projections would continue to be refreshed to inform the savings potential for the next three to five years. Sara Sutton added that, in addition to the reduced costs from the modelling assumptions, there would still be other savings made in this area.

Sara Sutton said that:

- Across Adult Social Care, opportunities had been identified for early delivery of savings. This included bringing residents currently receiving out-of-Borough day provision, back in Borough due to capital improvements and increased capacity.
 - For some savings, such as the community support model, it was always known that some lead-in time would be required and so savings would not start to be delivered until the last quarter of the financial year.
- Asked by Helena Kania on the likely impact on residents of the spending reductions, Jo Baty said that early commitments had been made to utilise the commissioning co-production groups to join efficiencies with areas of improvement. In addition, proposals that changed the shape of services would require an equalities impact assessment to review how any changes would impact the different communities in Haringey. Wherever possible, the Council was attempting to get more value from investment through collaboration.

Helena Kania queried whether savings would be obtained through more explicit cuts, such as shortening the reablement package for example, and when information about this would be available. Jo Baty said that there were different models for reablement with an options appraisal being looked at currently. This would need to be worked through quickly with movement on how to progress expected in the next month or so. Cllr Connor suggested that, as these proposals were progressed, the Panel would expect to see clearer details on the anticipated impact of changes on residents. **(ACTION)**

- Cllr Peacock asked about community support for older people, commenting that some residents were not content with the monthly subscription service for the fall alarm system. Jo Baty said that a review of Connected Care was expected to report in about a month on the modernisation of the service.
- Cllr Opoku referred to the graphs under paragraph 1.5 on page 53 of the agenda pack and noted that the data for some cohorts were not included, particularly for over-65s. Sara Sutton explained that only the graphs most relevant to the drivers of spend had been included but that further data could be included in future reports based on feedback. It was requested that Panel members could specify any data that they wished to see at the next finance update. **(ACTION)**
- Cllr lyngkaran commented on the drivers for overspend and asked how the forecasting of the demand from the older age group was being captured. Neil Sinclair said that the trends varied and there had been a change activity because there had been a large increase in the last financial year in older adults with physical support needs coming through the system. This altered presumptions of the modelling. It was therefore necessary to keep looking at the data, although Office for National Statistics (ONS) data may not necessarily reflect health demographics in the Borough or the complexity of cases so there were a range of factors to account for when generating the projections. Sara Sutton acknowledged the risks in the budget of the Adults, Housing & Health Department due to the demand-driven nature of both Adult Social Care and Temporary Accommodation. The Department therefore worked closely with the Finance team on the forecast position and on incorporating the right amount of corporate contingency. There could also be unplanned events such as the recent issue of one of the Council's community equipment providers going into liquidation which had caused capacity issues and additional costs to the Council. There were other unknown factors for local government including future funding from national government which would have fundamental significance for the Council's budget.
- Cllr lyngkaran queried whether the additional funding for Adult Social Care in recent years had translated to better care for residents. Sara Sutton responded that Adult Social Care was on an improvement journey but there were also demand pressures and inflationary pressures so the aim was to strike the right balance between quality, cost of care and outcomes for residents. The Council was trying to meet its statutory duties within its financial envelope but this was becoming increasingly difficult and better services could be delivered with increased funding. Improvement Plans would be brought to Cabinet and then to Scrutiny for detailed discussion. She reiterated that this was a national issue and that only 16% of Directors of Adult Social Care across the country were confident that they could achieve their savings target in-year.

- Cllr Connor observed that the Housing, Planning and Development Scrutiny Panel had recently considered aids and adaptations and had involved developing a list of suppliers who provided specialist equipment and worked well with vulnerable residents. On that basis, she asked whether the procurement savings would impact on the Council's ability to use the best contractor available. Sara Sutton clarified that there were no direct savings associated with aids and adaptations because this was provided through a capital budget from the Disabled Facilities Grant (DFG). However, the aim was to spend the money in the best value-for-money way possible in order to maximise the work that could be carried out. She added that closer working between the Housing and Adult Social Care teams was one of the aims of the newly formed Directorate.
- Cllr Connor requested that information be provided on the progress of savings proposals that had been agreed in earlier years but were still in the process of being implemented. **(ACTION)**

20. JOINT PARTNERSHIP BOARD

A number of guests were introduced to the Panel:

- Pip Canons – CEO, Community Catalysts
- Natasha Benn – Interim Chair, Joint Partnership Board (JPB)
- Amanda Jacobs – JPB Member
- Lourdes Keever – JPB Member
- Cathy Stasny - JPB Member
- Dan Rogers – CEO, Public Voice CiC
- Jano Goodchild - Participation and Co-production Manager, Public Voice CiC
- Rachel Sanders – Project Officer, Public Voice CiC
- Phil Stevens – CEO, Disability Action Haringey

Dan Rogers, CEO of Public Voice CiC, began the introduction of the report, informing the Panel that Public Voice was a voluntary/community sector organisation contracted to facilitate the Joint Partnership Board (JPB). The JPB provided a forum where commissioners and advisers of services and residents worked together on service improvements and facilitated co-production. The JPB also facilitated a set of reference groups that represented seldom heard people, including a carers group, an older person's group and a disabled person's group. The reference groups developed their agendas and worked together on important issues. The Chairs/co-Chairs of the reference groups then worked together the JPB to discuss issues that were having an impact on the wider community and inequalities. In 2024, a number of JPB members requested a strategic review of the function of the JPB, including strengthening the governance of the Board and representation of the community.

Pip Canons, CEO of Community Catalysts, explained that they had helped to facilitate a process that would enable everyone to have their voices heard and to co-produce some priorities for action. Prior to Community Catalysts joining there had been an initial independent review carried out by the Public Health team. Community Catalysts were then asked to look at the findings of that review and involve the JPB reference groups to build on those recommendations. The process had been thorough with enthusiastic engagement which represented an opportunity to embed an important

citizen voice within the governance structure and help make improvements to services. The process looked at issues through a 'live well' lens and an 'age well' lens leading to specific recommendations:

- Improve and embed co-production principles and approaches.
- Governance and accountability – including stronger links with key governance structures within the Council and the NHS in order to effect real change.
- Improve functioning of JPB – by ensuring that it has the right structure, roles and resources to be fit for purpose and enable people to fully participate.
- Inclusion and wider community reach – it was felt that there was a particular gap around learning difficulties and mental health where additional engagement was required to ensure that these groups were represented. Reaching out to marginalised groups was also an important element of inclusion, such as by producing materials in the right formats and in appropriate languages.

A series of questions then followed from the Panel:

- Cllr Peacock commented that she was involved with the largest pensioners group in the Borough and suggested that this group be included in the engagement process as it had not been included in the list of JPB connections in the slides. Pip Canons explained that the illustration of connections had been put together as part of a workshop to map out the JPB members, reference groups and other connected organisations. However, they would ensure that the pensioners group was added to this. **(ACTION)**
- Helena Kania commented that the JPB was always about health needs, not just social care, and so she felt that NHS services and public health needed to be emphasised more clearly that was currently set out in the list of JPB priorities. Cllr Connor noted that page 175 in the main agenda pack made reference to *“explore NHS/partner attendance at reference groups”* and also to *“explore wider Council attendance at reference groups”*, emphasising the importance of having a strong ask on the involvement of relevant partners. Jano Goodchild, Participation and Co-production Manager, Public Voice CiC, commented that there had been some good health partnerships, but they had struggled recently following the recent changes at the ICB. However, there was now involvement through the Autism reference group, some of the Age Well team from the ICB were involved with the Older Person's reference group, and there were also connections through the Dementia reference group, including the Memory Clinic. There were ongoing discussions on the opportunities to raise the voices of residents through the neighbourhood structures. Cllr Connor proposed a recommendation from the Panel to strongly support the efforts to encourage statutory partners to be actively involved with the reference groups including, health, public health, mental health and the local authority. **(ACTION)**
- Lourdes Keever, JPB Member, emphasised the need to formalise co-production with the rest of the voluntary sector and for the JPB to do more of this. Cllr Connor added that the governance structure was an important part of this as it would enable the testing of co-production, the measuring of outcomes and appropriate support from the Council. She also noted the reference on page 173 of the agenda pack on the accountability of the JPB in the terms of reference to Adult Social Care, the ICB and the Adults & Health Scrutiny Panel. Lourdes Keever also noted the intention to link into the Health and Wellbeing Board.

- Natasha Benn, Interim Chair of the JPB, reported that there had been a focus on the practical requirements to achieve the objectives, including the links required for true co-production and the development of the historic relationships through the reference groups.
- Jano Goodchild, Participation and Co-production Manager at Public Voice CiC, informed the Panel that a task-and-finish group had been set up to work through the actions outlined in the Review. In addition, job descriptions had been developed for the chair of the JPB and the chairs of the reference groups (including the agreement of reimbursements), a code of conduct had been agreed and there had been discussions on enhancing the diversity of the reference groups.
- Jo Baty emphasised that the presence of eight reference groups provided a valuable infrastructure have long-term conversations with people who really understood what residents needed within each of those different groups. The aim was to build new voices and engage with new communities while maintaining strong relationships with those who had been involved for a long time. She felt that there had been progress on finding common ground between the Council's priorities and the JPB's priorities and the next stage would be to develop tangible actions and the Council being held to account on its improvement journey.
- Cllr Connor asked about improving the attendance levels of the Learning Disability and Mental Health reference groups. Lourdes Keever said that there had previously been some effective advocates for learning disabilities but recently there had not been the resource available to hire them. Natasha Benn added that the availability of funds was a crucial factor in enabling advocacy as well as meeting other accessibility needs such as BSL (sign language) support. Funding also impacted on communications requirements such as social media engagement and maintaining a website.
- Phil Stevens, CEO of Disability Action Haringey, commented that, having worked across a number of Boroughs, the JPB was unique and that there should be pride in what had been developed. He noted that the JPB could help to share insight across Council Directorates, but the only funding was being provided from Adult Social Care and that other Directorates could be asked to contribute given that the funding was currently inadequate. He explained that the reason that there was not currently a deaf reference group was because the expense of interpretation was so significant. Sara Sutton reiterated the financial challenges faced by the Council as discussed earlier in the meeting and explained that the source of the funding was the Better Care Fund (BCF) which was an integrated pot between health and adult social care. However, she acknowledged that there could be a bigger ask from health partners so there could be further conversations about exploring wider partnership opportunities around funding. Cllr Connor indicated that the Panel supported that approach. **(ACTION)**
- Amanda Jacobs, JPB Member, expressed concern that some groups of people in the Borough could not be included in the process due to the cost of involving them. On another matter, she explained that a group including some JPB members which had looked at Low Traffic Neighbourhood (LTN) issues, had now become a wider Transport Inclusion group which looked at various accessibility issues. This group had been disbanded without consultation in June with a view to a successor group being set up. However, progress on this

had since been halted. Cllr das Neves commented that she had previously attended some of these meetings and her understanding was that the group would be reformulated. She suggested that this concern could be formally raised with the Culture, Community Safety and Environment Scrutiny Panel which had responsibility for transport issues. Cllr Connor agreed that this concern would be passed on to the Chair of that Panel. **(ACTION)**

- Cllr Brennan queried whether there would be a formalised mechanism for engagement with the Council. Natasha Benn agreed that the aim was to identify key partners and establish a formal process to ensure that they were present at key meetings and events. This was already happening with some of the reference groups, though there were still some gaps. She added that support from the Panel in this regard would be welcome. Cllr Connor emphasised that the Panel was fully supportive of positive engagement and co-production. Cllr Lucia das Neves, Cabinet Member for Health, Social Care and Wellbeing, commented that she was supportive of the previous suggestion to link the JPB to the Health and Wellbeing Board which she chaired. She noted that this would be a thematic space to follow the Health and Wellbeing Strategy and to discuss cross-Borough issues.
- Lourdes Keever commented that Public Voice had done a lot of work on the 'theory of change' which she hoped would help to influence the outcomes that were arrived at and to develop monitoring processes based on co-production. Cllr Connor agreed with this, expressing the Panel's support for the monitoring of outcomes and suggesting that progress towards these outcomes could be brought back to the Panel at a future meeting. **(ACTION)**
- Cllr Iyngkaran commented that the Council had sometimes struggled to reach some communities in the Borough and asked if the JPB had ideas of how this could be achieved. Referring to the previous concerns about the prohibitive costs of engaging with certain groups such as the deaf community, he also asked what alternative methods of engagement had been considered. Jano Goodchild responded that this would be easier to assess when action plans and priorities had been established as this would provide clarity on which groups were not engaging. It would also be possible to bring in voluntary sector organisations to assist with engagement. Phil Stevens commented that, while it was possible in some cases to make adjustments that were culturally appropriate or suitable in terms of venue, it was necessary in the context of the deaf community to provide for their access needs in order for them to be able to engage. Natasha Benn added that going out into the community and engaging through a personal approach was key to engagement and understanding people's needs. She felt that the JPB had a wide reach already and they were attempting to increase this, but the fact remained that they were stretched and limited in terms of capacity. Sara Sutton commented that the Council could assist by facilitating links to the existing Community Networks. Cllr das Neves drew attention to the Community Health Champions which were deeply embedded in local communities and could be beneficial to the JPB engagement. Amanda Jacobs emphasised the importance of meeting accessibility requirements and reasonable adjustments, noting that BSL was a completely different language to spoken and written English. She felt that there was a lack of accessibility and inclusion expertise within the Council and said that she had personally rewritten some documentation as part of the work on the Transport Inclusion group even though this was not the responsibility of a

volunteer. Cllr Connor concluded by emphasising the importance of enabling all groups to be able to access the JPB and to contribute their opinions and expertise. She suggested that this was an area that the Panel should receive an update about as part of the next report. **(ACTION)**

- Asked by Cllr Connor what support the Council could provide to the JPB with online communications, Jo Baty said that there was a named officer for most of the reference groups but felt that this should be formalised which should lead to a better resourced set of reference groups. Sara Sutton added that it may be possible to use the Council's volunteering 'time credit' offer to bring in more skills and resources for the JPB. Cllr Connor commented that the establishment of a website was key and suggested that this should be a key action to monitor going forward. **(ACTION)** Amanda Jacobs emphasised the importance of developing the website alongside an accessibility guide.
- Asked by Cllr O'Donovan about the number of reference groups, Natasha Benn clarified that there was room for eight groups, with seven currently active. She added that even this was not sufficient to be truly representative but that it was important to adopt a practical approach, for example by considering how to redefine or fit more people into the existing reference groups. Cllr O'Donovan suggested that one area to consider was how to ensure that voices are passed up and heard for people who were unable to actually attend the meetings.

In closing the agenda item, Cllr Connor thanked all those who had joined for their attendance, reiterating the Panel's ongoing support for engagement and co-production. She looked forward to the next update report on how the JPB was progressing.

Areas for the Panel to monitor in future were:

- Efforts to encourage statutory partners to be actively involved with the reference groups including, health, public health, mental health and the local authority.
- Wider partnership opportunities around funding, including health partners.
- Monitoring progress towards outcomes.
- Enabling all groups to be able to access the JPB and to contribute their opinions and expertise.
- Establishment of a JPB website.
- How the Council's volunteering offer could be used to bring in more skills and resources for the JPB.

21. CONNECTED COMMUNITIES

In introducing this item, Sara Sutton explained that the report provided an update on the work to make savings but also to change the shape and nature of the Connected Communities service (which was now being named the Independence and Early Intervention (IEI) Team). The aim was to focus on integration and providing support for residents at the earliest stage. This should be seen as part of the overall change and transformation agenda.

Christina Andrew, Head of Resettlement, Migration & Inequalities, explained that the slides in the agenda pack set out the background to the restructure, the vision for the new service and the financial savings that had been made and also the consultation

process. The new team was based on a model of proactive support, aligning with the neighbourhood focus developing in adult social care through the localities model and the neighbourhood model being developed with health partners. The aim of the new team would be to reduce the need for adult social care packages, enable people to live independently in the community for as long as possible and to reduce the intensity of the packages where they were needed.

Christina Andrew said that there was also a focus on tenancy sustainment through a matrix management model with the housing team. Part of the funding for the service came through the Housing Revenue Account (HRA). The restructure process was in the final stages and there had been strong engagement throughout the consultation process from staff and the unions. The full £700k savings target had now been delivered, including by holding vacancies. 50% of the funding for the service was now through the Better Care Fund (BCF) meaning that there was now a significant contribution from health. There was an aim to complete integration of the service by the beginning of November with the team based in the Central locality.

Cllr das Neves commented that this saving had been a significant and challenging part of the previous year's budget process but that the changes were leading to the kind of services that the Council would like to see more of. She hoped that neighbourhood working and some of the developments coming forward in the NHS 10-year plan would complement this change. She also welcomed the new name of Independence and Early Intervention (IEI) Team as this would avoid confusion with other services nationally.

Cllr das Neves, Sara Sutton, Jo Baty and Christina Andrew then responded to questions from the Panel:

- Asked by Cllr Brennan whether Councillors would have a point of contact within the IEI Team for casework, Christina Andrew explained that there would be five new 'neighbour connector' roles in the new structure with a specific localities focus. Two each of these would be the East and Central areas, with the other one in the West area, reflecting the need in the Borough. It hadn't yet been established exactly where they would be based for drop-ins but this would be a key part of the model. The referral pathway would therefore be a combination of the 'front-door' of the service but also being based in accessible locations. Communications on where these locations would be was expected to begin in October. Sara Sutton added that there was a need to triage effectively so that resources were targeted on those with the greatest need. It was hoped that the range of changes including the 'front door' offer and the digital offer would improve overall access to services.
- Asked by Cllr O'Donovan where the resettlement and financial advice teams would be based, Christina Andrew said that the resettlement team would be moving over to Culture, Strategy & Communities but the operating model would not change. Sara Sutton said that, across the Council, there were a number of areas where financial inclusion and support was provided and the aim was to place that in one area. The team would move to the Benefits team where there were where there were already some income maximisation offers.
- Asked by Cllr O'Donovan how people would be easily able to find the right 'front door' to access services, Jo Baty said that it was important for staff to be well trained and supported to understand what the first contact should look

like, particularly in terms of kindness, compassion and professionalism. The social care staff would be working alongside the new team and this should feel like one service rather than separate teams. She added that it was also important to be agile in the space that Connected Communities had been and to signpost to the right service at the earliest opportunity as only around 40% of people who contacted the team were eligible for adult social care services. There was also the opportunity for staff to become trusted assessors by picking up on non-statutory elements of a social worker's role around low-level assessments, for example when someone needed some equipment.

- In response to a query from Cllr Iyngkaran about how best to signpost, Sara Sutton said that Members Enquiries would be the main route for this, as they tracked and monitored responses. She noted that there were some separate strands such as the Homelessness Prevention Hub which would be an appointment-based face-to-face service beginning later in the year. Cllr Iyngkaran expressed concerns about the poor performance of responses to Members Enquiries and the possibility that some cases would be missed. Cllr das Neves said that this would require a different conversation about Members Enquiries but that referrals to Connected Communities could make casework more complicated to monitor. It was therefore necessary to ensure that systems directed the right things to the right places. Sara Sutton pointed out that around 40% of the Connected Communities workload had been found to be dealing with failure demand in other services which was not driving the change and improvements needed. She added that there was a new corporate solution called 'Infreemation' which would be rolled out shortly and would allow for greater tracking of enquiries from Members. Cllr Connor requested that the responses to Councillor emails be considered as part of this redesign of systems as Councillors were not always kept updated. **(ACTION)**
- Cllr Connor suggested that the Haricare resources needed to be up-to-date and accessible in order to assist residents and professionals with signposting. Sara Sutton responded that this was being updated as part of the digital link to the 'front door' and that this would enable people to self-refer as well as being a valuable resource for professionals.
- On Neighbourhood Connectors, Sara Sutton clarified that their role would not be as frontline staff but in dealing with complex cases that required multi-agency coordination and collaboration. They would also work with health partners and the voluntary sector to ensure that the local picture was well understood and documented as part of the Council's information, advice and guidance.
- Asked by Cllr Brennan about digital inclusion for residents, Sara Sutton said that there were a number of active digital inclusion projects across the Council and health partners. This included supporting people to use the NHS app and sessions run by the GP Federation. Through the IEI work there would be signposting to a range of offers and opportunities.
- Natasha Benn observed that a more holistic approach to health and social care was now widely accepted and asked whether there would be a greater focus on nutrition, physical activity and physio for vulnerable people as part of this approach, in order to prevent people's health from deteriorating. Sara Sutton agreed that this linked to the elements about ageing well and also to the Council's Health and Wellbeing Strategy. This would be explored as part of a wider partnership approach to the neighbourhoods work. Asked by Natasha

Benn whether there would be funding to support this, Sara Sutton said that there was not a specific budget but there would be the resourcing budget for the staff and then part of the partnership work would involve looking at key priorities and how various resources should be aligned. She added that there was a lot of change in this area including conversations about how the ICBs might fund prevention in a different way. Cllr das Neves reflected on examples of local service users later becoming active volunteer participants in roles that helped others to develop their independence. Empowering people to take more control and have more independence was therefore a valuable element to this approach.

- Cllr O'Donovan highlighted the importance of the Key Performance Indicators (KPIs) on page 195 of the agenda pack, in particular the KPI on the proportion of residents supported to remain independent after 6 months.

Cllr Connor summarised some key priorities of the Panel that had emerged from the discussion as:

- Building an understanding of what the role of Neighbourhood Connectors would be;
- How information about the new approach would be shared with local stakeholders that came into contact with residents with complex needs, such as GP practices;
- Establishing a clear understanding of how the various funding sources would be brought together in a coherent and stable way, including the length of contracts that would be offered;
- Ensuring the availability of up-to-date Haricare information to enable effective signposting resources for residents and professionals.
- Ensuring that all Councillors were fully informed about the new approach and how to support residents to access the service.

22. NEW ITEMS OF URGENT BUSINESS

Dominic O'Brien, Scrutiny Officer, explained that this item followed the consideration of a Quarter 1 update report on the Corporate Delivery Plan at the meeting of the Overview & Scrutiny Committee on 18th September 2025. A KPI in the report was:

Number of complaints upheld by the Local Government and Social Care Ombudsman per 10,000 population - *The Ombudsman investigated 61 complaints and 53 were upheld (87%). Adjusted for Haringey's population, this is 20.2 upheld decisions per 100,000 residents. The average for authorities of this type is 9.1 upheld decisions per 100,000 residents.*

It was also noted that further details about this was provided in the Annual Feedback & Resolutions report which was scheduled to be brought to the Overview & Scrutiny Committee on 20th October 2025. A report on the Council's response to the Ombudsman was provisionally scheduled to be brought to the Adults and Health Scrutiny Panel on 16th December 2025. However, the purpose of the current Urgent Business item was to have an initial discussion on the key points.

Sara Sutton commented that the number of upheld complaints related to the Council as a whole but reported that the specific adult social care data would also be made

available. It would then be possible to bring a more detailed analysis of this information to the Panel in due course. She noted that 70% of all contacts to the Ombudsman about Haringey were either outside of the jurisdiction or were closed. In addition, Haringey had achieved 100% resolution of the Ombudsman's recommendations arising from upheld complaints. However, she acknowledged that the number of upheld decisions in proportion to the population was high and the Annual Feedback & Resolutions report outlined a number of actions that the Council was taking to resolve this. An improvement plan was in place for the timeliness and quality of responses. Significant progress had been made over the past quarter in relation to statutory adult social care complaints with on-time performance increased by 29% compared to the previous year. The new Infreemation system referred to earlier in the meeting would enable improved tracking of Ombudsman cases.

Cllr O'Donovan noted that there were explanatory paragraphs for each case on the Ombudsman website and suggested that it would be useful to go through these paragraphs at the December Panel meeting to ascertain what lessons could be learned for the future. **(ACTION)**

Cllr das Neves assured the Panel that she read every Ombudsman report and also discussed them with senior officers when there was learning to be established. Jo Baty observed that there had historically been an email-based culture within the Council which could overcomplicate cases so there was a need to streamline the processes. She added that it would also be beneficial to have earlier conversations with residents because going to the Ombudsman should usually be a position of last resort. Sara Sutton added the importance of candour and transparency, apologising at the earliest opportunity when the Council had not got things right and identifying consistent themes in the upheld complaints.

Cllr Connor commented that the letter from the Ombudsman had made reference to the lack of a swift response from the Council to the Ombudsman and not just to the complaints. She suggested that this should be scrutinised in more depth at the December Panel meeting. **(ACTION)**

23. WORK PROGRAMME UPDATE

Cllr Connor noted that the next meeting of the Panel in November was on the 2026/27 Budget and that there were currently too many items pencilled in for the December meeting so these would need to be reduced.

In accordance with the Committee Procedure Rules, the Panel agreed to continue the meeting after 10pm in order to conclude the item under discussion.

The Panel discussed possible topics for its next Scrutiny Review which would need to be completed by February 2026. It was determined that a project on communications with residents should be brought forward, including digital communications and inclusion, the accessibility of information on the Council website and the Haricare resource. **(ACTION)** It was noted that the issue of communications had been frequently raised by residents, including through the Scrutiny Café consultation event.

24. DATES OF FUTURE MEETINGS

- 13th November 2025 (6.30pm)
- 16th December 2025 (6.30pm)
- 9th February 2026 (6.30pm)

CHAIR: Councillor Pippa Connor

Signed by Chair

Date

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Report for: Adults & Health Scrutiny Panel, 13th November 2025

Item number: 8

Title: Scrutiny of the 2026/27 Draft Budget and Medium Term Financial Strategy 2026/2031

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

Lead Officer: Dominic O'Brien, Principal Scrutiny Officer

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 2026-27 Budget and 2026-2031 Medium Term Financial Strategy (MTFS) 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 and appendices and provide recommendations on the Budget proposals to the Overview and Scrutiny Committee (OSC) Committee on 19th January 2026.

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:
- The Council's budget shall be scrutinised by both the Overview and Scrutiny Committee and each of the Scrutiny Panels. The role of the Committee shall be to scrutinise the overall budgetary position and direction of the Council and strategic issues relating to this, whilst each Scrutiny

Panel will scrutinise areas that come within their terms of reference. Any individual areas of the budget that are not covered by the Panels shall be considered by the Committee.

- A lead Committee member from the largest opposition group shall be responsible for the co-ordination of the Budget Scrutiny process and recommendations made by respective Scrutiny Panels and the Committee relating to the budget
- Each Scrutiny Panel shall hold a meeting following the release of the Cabinet report on the new MTFS. The Committee will also meet to consider proposals relating to any areas within the MTFS that are not covered by individual scrutiny panels. Each Panel and the Committee shall consider the proposals in this report for their respective areas, in addition to their budget scrutiny already carried out. Relevant Cabinet Members will be expected to attend these meetings to answer questions relating to proposals affecting their portfolios as well as senior service officers. Scrutiny Panels and the Committee may also request that the Cabinet Member for Finance and/or senior officers attend these meetings to answer questions.
- The Committee will consider and make recommendations on the overall budgetary position and direction of the Council and the MTFS. Each Scrutiny Panel and the Committee shall also submit their final budget scrutiny report to the meeting for ratification, containing their recommendations/proposals in respect of the budget for the areas within their terms of reference.
- The recommendations from the Budget Scrutiny process that have been approved by the Committee shall be referred to the Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/proposals.

5. 2026/27 Draft Budget and MTFS 2026/31 – List of Documents

- 5.1 Document 1 is the main report to Cabinet on the 2026/27 Budget and 2026-2031 MTFS.
- 5.2 Document 2 is the Directorate Appendices which summarises new proposed savings, budget pressures and changes to the capital programme for each directorate. Within this document, the directorates are:
 - Appendix 1 – Children & Young People
 - Appendix 2 – Adults, Housing and Health
 - Appendix 3 - Environment & Resident Experience
 - Appendix 4 - Culture, Strategy & Communities
 - Appendix 5 - Finance and Resources
 - Appendix 6 - Corporate Budgets
- 5.3 Documents 3, 5, 6 & 7 are not included in this pack as they are not directly relevant to the Panel.

5.4 Document 4 is the Adults, Housing & Health appendices which provide more detail on specific savings proposals.

5.5 Document 8 is an explanatory note on the role of Scrutiny in the budget setting process.

6. Contribution to strategic outcomes

6.1 The Budget Scrutiny process for 2026/27 will contribute to strategic outcomes relating to all Council priorities.

7.0 Statutory Officers comments

Finance

7.1 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

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

7.3 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

7.4 The draft Borough Plan sets out the Council's overarching commitment to tackling poverty and inequality and to working towards a fairer Borough.

7.5 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.

7.6 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.

8. Local Government (Access to Information) Act 1985

None.

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Report for: Cabinet - 11 November 2025

Title: Draft 2026-27 Budget Proposals and 2026-2031 Medium Term Financial Strategy Report

Report authorised by : Taryn Eves, Corporate Director of Finance and Resources

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

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1. This is the second report to Cabinet for the 2026/27 financial planning process. The main purpose of this report is to specifically update on the new or revised budget proposals for 2026/27 and beyond and recommend commencing consultation. It will also provide an update on key financial announcements by Government. Updates on the Housing Revenue Account and Dedicated Schools Budget will be presented to Cabinet in December 2025 when fuller information will be available. Fees and Charges for 2026/27 will also be presented to Cabinet in December for approval.
- 1.2. The financial position of Haringey, in common with many other London boroughs, is very challenging.
- 1.3. Following more than a decade of government underfunding Haringey now operates with around £143m less in core government funding in real terms each year than it did in 2010/11. At the same time we have seen escalating demand for our services, which now cost more to provide. Despite year-on-year efficiency savings, spending reductions and increases in income generation, Haringey's financial position has reached a tipping point.
- 1.4. Whilst councils across the country are struggling with rising costs and insufficient funding Haringey faces some additional unique challenges. Haringey's government grant is 15 per cent less than the national average. The council has been funded lower levels than many neighbouring boroughs with whom we share many traditionally 'inner London' characteristics. This includes, high levels of temporary accommodation with more than 24,000 supported through the council tax reduction scheme and our relatively low numbers of residents who can fund their own adult social care.
- 1.5. In 2025/26 Haringey was only able to meet its legal requirement to set a balanced budget with the assistance of £37m of Exceptional Financial Support from government. This is money the council has been allowed to

borrow to fill its funding gap. It is not a grant and will need to be repaid with interest charges.

- 1.6. However, despite its depleting financial resources, the council's priority continues to be to deliver services to the most vulnerable as well as those more universal services valued by all residents, visitors and businesses.
- 1.7. Demand for statutory services continues to increase year on year alongside the price paid and is far outstripping the government grants received and the amount of income that can be generated locally. In 2026/27, estimated new budget pressures are £30.1m, primarily in social care and temporary accommodation. It is anticipated the Council will need to spend a net £349m on day to day running costs to deliver services and meet statutory responsibilities.
- 1.8. In addition, and subject to the outcome of the budget consultation following this report, it is anticipated that £200m of capital investment will be made next year in keeping schools open, maintaining roads, and other highways infrastructure to a safe standard, keeping the Council's operational estate health and safety compliant and the much needed investment into Wood Green and Tottenham. The proposed capital programme will be presented to Cabinet in February 2026 with a focus on health and safety and other essential investment to maintain the delivery of key services but also 'invest to save' opportunities, such as expanding leisure centre provision and commercial properties, both of which are expected to increase much needed income for the Council.
- 1.9. Although the council tax base is expected to increase by 1% next year, partly driven by the Council's ambitious council house building programme, the collection rates are falling, the average council tax band remains a Band C and numbers claiming council tax reduction support is increasing. Income from Council Tax is expected to be £145.3m in 2026/27, a reduction of £2.7m from the forecast in the last update in July 2025.
- 1.10. The current planning assumption is that fees and charges will increase by 3.8% in line with inflation but the increased income will address the current shortfall in income targets across services rather than contributing towards closing the budget gap for next year.
- 1.11. New savings and efficiencies for 2026/27 of £7.0m have been identified to date but it is increasingly difficult to identify further reductions needed to set a balanced budget. This will require more radical change and transformation including in how statutory services are delivered. Currently, 80% of service budgets are spent on social care and temporary accommodation. Changes of the scale needed takes time and any benefits will not materialise in time for the 2026/27 budget that will be set in March 2026.
- 1.12. The Council recognises it needs to do more to deliver already agreed savings and therefore over the next 6 months will focus its limited capacity relentlessly on this. Priority will be given to the delivery of £30.0m of savings

that were agreed for delivery in 2025/26 budget and the £21.9m in 2026/27 – made up of savings already agreed for next year (£14.9m) and the new proposals set out in this report (£7.0m).

- 1.13. Identifying internal efficiencies and improved ways of delivering existing services will not stop. So at the same time, every service will look at every £ it spends, improve its income collection and continue to improve the commissioning, procurement and contract management arrangements on all contracts.
- 1.14. The council has put in place robust Financial Recovery Plan and a set of organisational arrangements to support its delivery. Stringent spending controls on all non-essential spend over £1,000 will continue with the aim of reducing over-spends in the current year and minimising the use of EFS in 2026/27. The Council's Financial Recovery Plan that was prepared early in the year will be re-visited given the deteriorating financial position, with an aim of minimising reliance on EFS and restoring financial sustainability over the next 5 years. Plans are also being put in place to introduce an 'independent sounding board'. This will bring in a range of independent sector experts to oversee and hold the council to account for the delivery of the new Financial Sustainability Plan.
- 1.15. The draft budget for 2026/27 despite these efforts, forecasts that government funding and other forms of income will not be sufficient to cover the increasing demand for services and there is a forecast shortfall of at least £57m as set out in this report.
- 1.16. This is before the impact of the government's Fair Funding review. The consultation period has ended the outcome is unlikely to be known until early December after the Chancellor's Autumn Budget.
- 1.17. Analysis of the proposals on which the government consulted indicated that the Council could lose up to £10m in 2026/27 and between £22m and £40m over the next three years. This would only exacerbate an already challenging financial position. The council has undertaken extensive lobbying over the last 4 months to highlight the impact of the changes in Haringey, a Council already heavily reliant on Exceptional Financial Support. Final grant allocations for the next three years will not be known until December 2025 but if the proposals do not change, the Council will not be in a position to set a balanced budget next year without significant new Exceptional Financial Support of at least £57m, which will be on top of the EFS requirement in 2025/26, which is at least £37m and therefore potentially over £90m in total.
- 1.18. This position is not sustainable as it simply adds to council debt for the next 20 years. In 2026/27, borrowing costs for EFS alone are expected to be £1.4m.
- 1.19. The remainder of this report sets out further details of the position but it is noted by the Council's Section 151 Officer that setting a balanced budget in 2026/27 will only be possible if government agree Exceptional Financial

Support, and agreement on this will not be known until February 2026, around the time that the final 2026/27 Local Government Finance Settlement is published.

- 1.20. Officers have also commenced the work to identify the more transformational changes that will be needed for 2027/28 to further reduce spending. This will focus on transformational changes to statutory services to focus on prevention, reducing demand; changes in how statutory services are delivered through learning from others who spend less per head; and maximising and commercialising the Council's assets. Officers are planning for a scenario that could see some of these new proposals presented to the new administration in September 2026 and decisions to be made on these more transformational changes to reduce spending.

2. Cabinet Member Introduction

- 2.1 Setting the Haringey Council budget gets more challenging every year. Due to historic government underfunding, Haringey now operates with around £143m less in real terms in core government funding than it did in 2010/11. At the same time, we have seen rising demand for our services, which now cost more to provide. Despite year on year efficiency savings, spending reductions and increases in income Haringey will again be utilising Exceptional Financial Support from government to balance our budget in 2025/26.
- 2.2 Local Authorities across the country are struggling financially but Haringey faces some unique financial challenges. Our government grant is 15 per cent less than the national average, income from council tax is lower than average in Haringey; and we have been funded at lower levels than many neighbouring boroughs with whom we share many 'inner London' characteristics.
- 2.3 The new government was never going to be able to reverse years of austerity overnight and we have had a constructive conversation with Ministers about their proposed future Fair Funding model for local government. The impact of the initial proposals are set out in this report but due to representations made by us, London Councils, the Mayor of London and others we are hopeful that they will be amended to better reflect the true cost of providing services in London. In either scenario these changes are not expected to change our budget position fundamentally.
- 2.4 Our draft budget for 2026/27 does not contain new savings proposals capable of closing the budget gap. This reflects the difficulty of continuing to identify yet more savings and income generation opportunities year after year. More than 80% of our service budgets are already spent on social care and temporary accommodation. Whilst these areas are not exempt from the need to achieve the best possible value for money it does limit our ability to reduce costs when so much is spent on meeting our legal obligations in these areas. However, it does include £7m of new proposals, including spending reductions and income generation measures in addition to more than £15m

of measures that have been previously agreed to be delivered next year. We will be focusing relentlessly on achieving these savings alongside the delivery of the £30m of savings that are in this year's budget.

- 2.5 This is vital in order to reduce the amount of Exceptional Financial Support we use. EFS is money the council is allowed to borrow to fill its funding gap. It is not a grant and will need to be repaid, with interest in future years.
- 2.6 Despite all the challenges this is a budget which reflects our values as a council as we continue to deliver services to the most vulnerable at the same time as maintaining vital investment in the things that matter to every resident including our fabulous parks, leisure centres and libraries.

3. Recommendations

3.1 It is recommended that Cabinet:

- a) Note the Council's current financial position as set out in this report which builds on the work undertaken since the previous report to Cabinet in July 2025.
- b) Note the proposed new savings, pressures and capital programme changes for 2026/27 – 2030/31 (Appendices 1 to 6).
- c) Note the current estimated budget gap for 2026/27 and the remaining period of the Medium-Term Financial Strategy (MTFS) and the key changes since the last update in July 2025 (Section 13.5).
- d) Note the new risks and uncertainties in Section 15.
- e) Note that the General Fund Revenue Budget, Capital Strategy, Capital Programme, HRA 2026/27 Budget and Business Plan and Treasury Management Strategy Statement will be presented to Cabinet on 11 February 2026 to be recommended for approval to the Full Council meeting taking place on 3 March 2026.
- f) Approve the launch of consultation on the revenue budget proposals and proposed changes to the capital programme as set out in this report.

4. Reasons for decision

- 4.1 The Council has a statutory obligation to set a balanced budget for 2026/27 and this report forms a key part of the budget setting process by setting out the approach to delivering this and a refreshed Medium-Term Financial Strategy (MTFS). It also highlights key updates in terms of funding, expenditure, risks and issues since the last report in July 2025. The final budget for 2026/27, Council Tax levels, Capital Programme, Treasury Management Strategy, Housing Revenue Account (HRA) budget and Business Plan will be presented to Cabinet on 11 February 2026 for recommending to Full Council on 2 March 2026.

5. Alternative options considered

- 5.1 The Cabinet must consider how to deliver a balanced 2026/27 budget and sustainable MTFS over the five-year period 2026/31, to be reviewed and adopted at the meeting of Full Council on 2 March 2026.
- 5.2 This report is a key tool in achieving this because it sets out the approach, scope and timetable to delivering the 2026/27 Budget.

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) and Borough Vision.
- 6.3 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.
- 6.4 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 priorities in the Corporate Delivery Plan and more recently the Borough Vision and needs to be reviewed regularly to test that delivery of the agreed outputs and outcomes are still achievable within the financial envelope available. Where this is not the case, plans will need to be reassessed and re-set.
- 6.6 In December 2025, the Government will publish a three-year Local Government Finance Settlement which will give some certainty over Government funding levels. This will be based on the Spending Review published on 11 June 2025 and the outcome of the consultation on the

distribution of funding that took place between 20 June and 8 August. Although the certainty is welcomed, it is clear that the level of funding will still be insufficient to manage the growing pressures, particularly in social care and temporary accommodation. Furthermore, although externally provided modelling was undertaken to forecast the impact for Haringey of the new distribution methodology under the Fair Funding Review 2.0, these cannot be accurate and therefore the currently presented funding assumptions contain a high level of risk. It is therefore even more important to demonstrate a collective understanding of the best estimates of financial pressures, opportunities and funding over a longer timeframe, acknowledging financial pressures and risks.

Budget Principles

6.7 In setting the budget each year, the Council does so in line with the following principles:

- To support the delivery of the Council Delivery Plan and priorities.
- Financial Planning will cover at least a 4/5-year period.
- Revenue and capital of equal importance.
- Cost reductions and income generation required.
- Sustainable budget for future years (one offs not the solution).
- Not be an on-going reliance on reserves.
- Any use of reserves to balance the budget will need to be repaid.
- Estimates used for pay, price and demand based on data and evidence - pressures.
- Growth for increased service provision will be exceptional and considered on case-by-case basis.
- Loss of Government grant will result in same reduction in expenditure.
- All services will ensure value for money and productivity.

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 \(haringey.gov.uk\)](https://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 Budget and MTFS process is the way in which the Council seeks 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. This is the final year of the current Council Plan and a new plan will be developed next summer with the new administration in line with wider 10 year Borough Vision.

- 7.5 In light of the financial pressures facing the Council, and as the end of the current Corporate Plan period is approaching, the Council is taking stock of progress and considering whether the small number of activities currently RAG rated 'Red' (as reported in the 6 monthly update to Cabinet) can still be delivered as originally envisaged. Where this looks challenging, consideration is being given to whether the desired outcomes can be achieved in other ways, in particular whether this can be done within reduced resources.

8 National Financial Context

- 8.1 On 11 June 2025, Government published the outcome of its multi-year Spending Review which sets the financial envelope for all Government Departments over the three-year period from 2026/27 to 2028/29. The Spending Review figures for 2028/29 and beyond are provisional only and will be subject to review as part of a Spending Review in 2027 and the Autumn Budget that will be delivered on 26 November 2025.

- 8.2 Local government funding allocations for 2026/27 will not be known until the provisional local government finance settlement in December 2025. These allocations will be based on the new funding regime following the Fair Funding Review 2.0 consultation held with the sector over the summer.

8.3 The outcome of the consultation is not yet known but modelling from a couple of external resources suggests that, if the proposals progress, there will be significant shifts in funding distribution across the country with inner London, including Haringey and the South East set to lose funding from 2026/27.

8.4 The following paragraphs set out the key messages.

Fair Funding Review 2.0 – Key Messages

8.5 The Government's aim from the recent consultation was to seek views on the approach to determining new funding allocations for local authorities, and fire and rescue authorities, building on the local authority funding reform: objectives and principles consultation which the government has provided a summary to in parallel.

8.6 The consultation covered - determining local authority funding allocations; approach to consolidating funding; measuring differences in demand for services and the cost of delivering them; measuring differences in locally available resources; the New Homes Bonus; transitional arrangements and keeping allocations up to date.

8.7 It also covered - long-term approach to the business rates retention system; devolution and wider reforms, including how we can bring Strategic Authorities closer to the Local Government Finance Settlement; ways to reduce demands on local government to empower them to deliver for communities; and sales, fees and charges reform.

8.8 The lack of information has prevented Haringey along with all other authorities from being able to engage fully in the consultation process. Notably by not involving the sector in 'road testing' new formulae (particularly children's services and adult social care); a lack of evidence or rationale for changes in the Area Cost Adjustment; and lack of local authority level calculations for key elements of the proposals, such as the Working Age Council Tax Support formula.

8.9 This has led to modelled outcomes which the Council has not been able to accurately predict, understand or explain the impact. It is also potentially leading to perverse outcomes, notably in the new Children's formulae. This is creating the most significant change in the proposals and has the single largest impact on London boroughs' funding share.

8.10 Senior officers and Cabinet have made representations to ministers ahead of the publication of the consultation and continued to do so when it became clearer what the likely funding impact would be. The Council has been working directly with civil servants and Ministers to provide concrete evidence of level of need and drivers of this need. Recent changes to portfolio leads

at the national level, has required further engagement to ensure new ministers are fully apprised of the concerns from Haringey.

- 8.11 The Council's response to the consultation was appended to the 2025/26 Quarter 1 Finance Update Report and can be accessed here: [Fair Funding Review 2.0](#)
- 8.12 Modelling undertaken by London Councils and a sector expert suggests that Haringey could lose up to £40m in funding before transition. With proposed transitioning only covering three years, there is the potential for a significant 'cliff edge' beyond 2028/29. With this uncertainty, Haringey may be forced to plan for potentially unnecessary reductions.
- 8.13 A further product of the modelling is that Haringey will be forced to continue to require Exceptional Financial Support (EFS) for the foreseeable future. EFS was supposed to be a temporary and exceptional solution but is now becoming more widespread and less sustainable. In effect, the Council is likely to be running a structural deficit from year-to-year. The existing EFS regime does not support councils to move out of financial distress. Once any viable surplus assets have been sold and capital receipts exhausted, support comes in the form of additional borrowing over the next 20 years, which simply leads to growing financing costs and, ultimately, the need to borrow even more.
- 8.14 This position is not sustainable, equitable for local taxpayers or in line with the Council's Best Value Duty.

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. The recently published Indices of Multiple Deprivation show Haringey ranked highest in London for deprivation and 47nd in the country. Unlike many other London boroughs, it also continues to have a growing population – with the number of over 65s 24% higher in 2025 than it was in 2011.
- 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 increased cost of living which continues to have an impact.
- 9.4 The most recently reported data shows that 25% of residents aged 16 to 65 were claiming Universal Credit in Haringey in May 2025 – over 47,000 people. 7.9% of residents aged 16+ were claiming unemployment-related benefits in Haringey in May 2025 – ca. 15,000 people, one of the highest

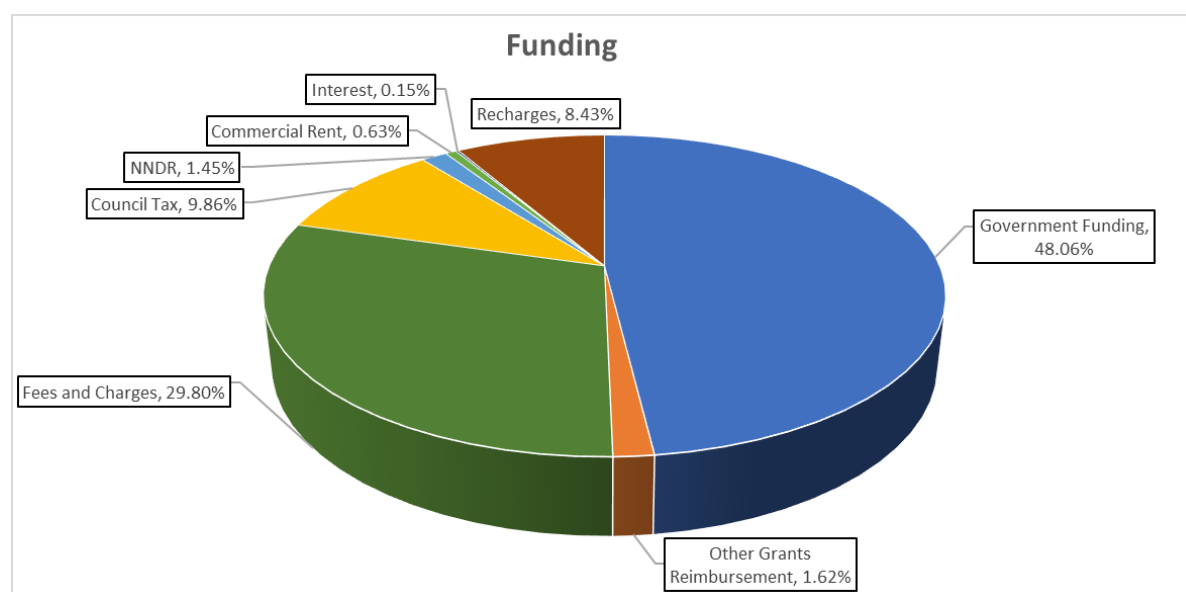
figures of the last 3 years and higher than the averages for London and statistical neighbours. One in five households have an active mortgage so may be impacted by the continuing high interest rates.

- 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 33 schools are 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 for 2025/26 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: 2025/26 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 sector was expecting an announcement on the outcome of the FFR2.0 consultation and a related policy paper to be published in October but this is now not expected until at least November and the provisional Local Government Finance Settlement for 2026/27 until week beginning 15 December due to the late Autumn budget date. These will cover the period

2026-2028. Following a consultation period, the final settlements will be published in February 2026.

- 10.4 Current financial plans assume that Government funding for 2026/27 at an England level will be in line with that of 2025/26 and the Spending Review 2025 did not include anything that would suggest any change to this assumption. The more recent consultation on funding reforms strongly suggests that the level of Government funding for London as a whole is reducing and for Haringey there is a real risk that Government funding will fall over the next three years as set out above. As a Council already reliant on EFS this poses a significant challenge to the financial position next year and over the medium term.
- 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 2026/27 also currently assume that these service specific grants continue at the same level as in 2025/26. In line with budget principles, any reductions in Government Grant must result in an equivalent reduction in spend.

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 receives 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.
- 10.7 The Government has been consulting on plans to finally deliver a reset to the individual authority baselines which have not been revised since the current business rate retention scheme was created in 2013. The consultation asked for views on a range of factors covering the period between this and future resets; the inter-relationship between this and appeals and bad debt provisions. It is unclear on the implications for Haringey and how this aligns with the impact from the funding reforms.
- 10.8 The approach to the reset is further complicated by it coinciding with a revaluation and new multipliers. This will result in the business rates system being more complex, uncertain and possibly less responsive to local economic conditions.
- 10.9 It is unclear when the outcome of the consultation will be shared but any outcome (positive or negative) will most likely only be known when the provisional local government finance settlement is published.
- 10.10 In 2025/26, Haringey is part of an eight borough Business Rates Pool with other London boroughs which is expected to generate a financial benefit of £2.1m in 2025/26. Due to the impact of the new funding regime and expected

changes to the business rate system it is very unlikely that a Pool would be viable for 2026/27. The Government have now requested expressions of interest, and this will be submitted before the deadline. The budget assumption in relation to Pooling therefore remains as is i.e. no benefit from pooling for 2026/27 and across the MTFS period.

Council Tax

- 10.11 Income collected through Council Tax is determined by the level of the tax and the council tax base.
- 10.12 Financial plans continue to assume that the council tax base will increase by an average of 1% in 2026/27 and across the remaining MTFS to reflect the Council's ambitious housebuilding and development 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.
- 10.13 The Spending Review and recent consultation on funding reforms assumes all authorities raise council tax by the maximum permitted each year. For London boroughs, this will remain 3% (main rate) and 2% for the ASC precept. The March assumptions for 2026/27 council tax increases was 1.99% (main rate) and 0% for the ASC precept. While decisions on the final Council Tax increases are part of the budget setting process and agreed by Full Council each March, given the severe financial challenges facing the authority, the financial modelling now assumes that council tax will be raised by the maximum allowable across the whole MTFS period. Each 1% increase in Council Tax generates approximately an additional £1.4m in income after taking into consideration the impact of the Council Tax Reduction Scheme.
- 10.14 The 2024/25 Council Tax was an estimated surplus, with the Council's share totalling £2.46m. This will be recognised in 2025/26. Work is underway to estimate any surplus/deficit impacting 2026/27 and may lead to a forecast deficit mainly due to the challenges of collecting the sums billed. The overall collection rate for 2024/25 was only 94.03% against a target of 96.75%. Collection rates are dropping across many of Haringey's statistical neighbours and Haringey's target for 2025/26 was set at 95.75% (96.75% 2024/25). The quarter 2 performance data shows that collection is 2.93% behind target and national published data for the last 4 years shows outer London boroughs have seen declining collection after an immediate uplift post Covid. Based on this insight, the previously assumed council tax collection rates for 2026/27 and beyond have now been reduced.
- 10.15 This has had a negative impact on overall forecast Council tax income. Performance will continue to be measured on a monthly basis and this will help inform the final council taxbase for 2026/27 when it is agreed in January 2026.

Fees and Charges

- 10.16 Income from fees and charges (including rents from commercial and operational properties) is around 29.8% of the Council's income. Many of these are set by Government but there are many which the Council has discretion over the level.
- 10.17 Each year, all fees and charges are subject to review which is also expected to identify any opportunities to introduce new services which could contribute additional income. This review process is currently underway, and proposed changes will be approved by Cabinet in December. Early indications are that because of historic shortfalls against income targets, this increase will not deliver any, or at least any significant additional net income into the General Fund.
- 10.18 For budget planning purposes, it is assumed that most fees and charges will increase by the inflation level as at September 2025 in line with budget principles. However, consideration will also be given to those already at full cost recovery, those where increases could be detrimental to income generation and those where current fees and charges are significantly below those charged by statistical neighbours.
- 10.19 Full details will be included in the report to Cabinet on 9 December 2025 and to the Licencing Committee in January 2026 for the fees and charges under their remit.

11 Revenue Expenditure

- 11.1 Spending patterns are volatile and each year there are new pressures and potential opportunities. The annual financial planning process assesses existing and any emerging pressures or reductions to enable a budget to be set that is robust, realistic and achievable. The starting position is a review of the financial position in the previous and current financial years.

Financial Response and Recovery

- 11.2 In the light of the estimated 2024/25 budget overspend and forecast budget gaps across the 2026-2030 financial planning periods, a Financial Response and Recovery plan was put in place. This was produced following internal and external challenge and input.
- 11.3 Delivery of the agreed actions is a corporate responsibility, and progress is reviewed bi-weekly by the Financial Recovery Board (FRB) and every 6 weeks by Cabinet. Operational delivery has been delegated across existing or specifically constituted boards who report on progress against the actions to FRB.
- 11.4 A quarterly update is included in the quarterly finance update reports to Cabinet. The first was included as Appendix 10 in the 2025/26 Quarter One Finance Update report considered by Cabinet on 16 September 2025 [16 September Cabinet Report](#).

- 11.5 In light of the Council's deteriorating financial position, the Financial Response and Recovery Plan will be reviewed and re-framed as a Financial Sustainability Plan aimed at taking the necessary action to restore the Council's financial stability and reducing the reliance on EFS.

2025/26 Forecast Budget Position

- 11.6 The Quarter 1 Finance Update report was presented to Cabinet on 16 September [Cabinet Report](#).
- 11.7 The forecast outturn for the Council's General Fund (GF) was an overspend of £34.1m. Of this, £30.1m was Directorate based and the most significant areas of overspend continues to be seen in the demand led services (social care and temporary accommodation) which together account for 67.7% (£23m) of the total forecast overspend; Housing Demand at 33.5% (£11.4m), Adult Social Care at 22.2% (£7.6m) and Children's at 12% (£4m).
- 11.8 A further £4.2m is forecast by the Finance and Resources Directorate, predominantly in the property related services. The strategic decision to move to a corporate property model to more effectively and efficiently manage the council's internal estate went live at the beginning of this financial year. The pre-work highlighted historical under-provision of budgets, and these are evident in the Quarter 1 forecast and an overspend of £676,000 mainly arising from pressure on business rates, energy and security costs. However, the consolidated operations are expected to drive efficiencies, and work will continue to mitigate this current overspend.
- 11.9 In addition, there is a £2.376m overspend forecast in Strategic Property Services (SPS) which manages the council's commercial estate. Extensive work is underway on reviewing the portfolio and review of leases and rent reviews which is leading to increased income. However, this is set in the context of overstated income budgets. This means a pressure is forecast to remain this year. The ongoing reliance on agency staff means high staffing costs but the expertise is required for the improvement plan on the portfolio. This is being addressed as part of the 2026/27 budget process in advance of a recruitment exercise that will be planned for next year.
- 11.10 The majority of the remaining forecast overspend is aligned to shortfall in delivery of savings.
- 11.11 The in-year position continues to be monitored on a monthly basis internally and by Corporate Leadership Team and the most recent forecasts suggest that the forecast remains at a similar scale. The next formal update to Cabinet will be December when they consider the Quarter 2 position. This report will include the outcome of work currently underway to re-scrutinise all reserve balances and other historic balance sheet items; to review treasury and Minimum Revenue Provision forecasts in the light of the review of the capital programme and likelihood of the authority requiring further EFS.

- 11.12 The Quarter 2 report will also incorporate the mid year assessment of bad debt provision requirement, the likelihood of any contingent liabilities crystallising into reality and an update on maintained schools such as any increase in those in deficit.
- 11.13 Taken together, this additional analysis could lead to the identification of additional pressures that were not included in the Quarter 1 forecasts. Even if the position does not deteriorate, it must be considered unlikely that any one-off contributions identified will be sufficient to offset the full forecast overspend. Therefore, the actual ask for EFS for 2025/26 is likely to be higher than the £37m assumed when the budget was set.

12 Approach to 2026/27 Financial Planning

- 12.1 The 15 July 2025 report outlined in detail the approach to the 2026 financial planning process [15 July Cabinet Report](#).
- 12.2 Initial budget proposals were reviewed and refined over the summer period and this activity has resulted in the new and / revised budget proposals now included in this report and appendices and are recommended for public consultation and member scrutiny.
- 12.3 Cabinet will review and consider all feedback derived from this process in early January before the final budget is prepared. It should also be noted that work will continue up to the publication of that report on further refining key assumptions notably around demand pressure estimates both service specific and corporate. This is important as levying bodies themselves have yet to finalise their budget processes and adjustments to external factors such as inflation, bank base rates, unemployment and national growth rates will inevitably impact on current assumptions. This will ensure that the final proposed budgets are as sound and realistic as possible.
- 12.4 Professional judgement will be used to assess the extent to which those final assumptions will need to be adjusted to take account of demand and other changes across 2026/27.

Updated 2026/27 Financial Position

- 12.5 The 2026/27 budget gap reported to Council on 3 March and then to Cabinet on 15 July 2025 has now been adjusted to reflect the following:
- Adjustments to Existing proposals
 - New savings proposals which will be subject to consultation following Cabinet.
 - New and revised budget pressures.
 - Revised assumptions on Council Tax levels and collection rate.

- Business rates income amended to reflect latest CPI inflation, current estimates of the impact of the planned revaluation and reset.

12.6 The output of these adjustments have resulted in a movement of £13m and a revised budget gap for 2026/27 of £57.2m as set out in Table 1 below.

Table 1: 2026/27 Revised Budget gap

Description	2026/27 £'000
Adjusted Current Assumption (based on early 2025/26 budget forecasts)	44,178
Updates to existing proposals*	2,836
Updated Pressures	20,059
New Savings	(2,347)
New Management Actions	(4,628)
New Government & Other Funding Changes	(2,858)
Total	57,240
*Combination of reprofiling and corrections made to previous workforce savings assumptions in the MTFS that have now been fully allocated in 2025/26.	

12.7 The key drivers of the increased gap are provided below:

Budget Pressures

12.8 Work since July 2025 has suggested that an additional £30.1m will be required for 2026/27 with an additional £107.7m across the whole MTFS period. These estimates have taken into account the most up to date forecasts and modelling for the current (2025/26) financial year which at Quarter One was forecasting an overspend of £34.1m.

12.9 The table below summarises the total estimated additional budget required by Directorate for each year and further details are set out by Directorate in the Appendices.

Table 2: New Proposed Budget Pressures

Directorates	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £'000
Children's Services	2,152	-	(165)	-	-	1,987
Adult & Social Services	10,600	-	-	-	-	10,600
Housing Demand	10,854	-	-	-	-	10,854
Public Health	-	-	-	-	-	-

Culture, Strategy and Communities	1,655	(619)	75	75	1,230	2,416
Environment & Resident Experience	1,275	803	-	-	-	2,078
Finance & Resources	1,750	-	-	-	-	1,750
Corporate Budgets	1,773	14,997	14,898	14,777	31,558	78,005
Total	30,059	15,181	14,808	14,852	32,788	107,690

- 12.10 Assuming that the new pressures are built into 2026/27 to 2030/31 budget plans, the pressures across the 5 years of the MTFS would be as shown in the table below.

Table 3 – Estimated Total General Fund Budget Pressures 2026-2031

Directorates	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £'000
Children's Services	5,648	1,772	1,607	1,680	-	10,707
Adult & Social Services	19,046	7,210	7,200	6,920	-	40,376
Housing Demand	13,854	2,000	2,000	1,000	-	18,854
Public Health	-	-	-	-	-	-
Culture, Strategy and Communities	2,252	(1,146)	98	98	1,230	2,532
Environment & Resident Experience	226	669	(2,000)	-	-	(1,105)
Finance & Resources	2,712	-	-	-	-	2,712
Corporate Budgets	32,468	46,551	44,657	48,089	31,558	203,325
Total	76,206	57,056	53,562	57,787	32,788	277,401

Service Pressures for 2026/27

- 12.11 51% of the new budget pressures for 2026/27 relate to Adults and Children's social care and housing demand.
- 12.12 The estimated additional budget requirement for adult social care in 2026/27 is £19.0m - £8.4m identified at the last update in March 2025 and an additional £10.6m as set out in Table 2. This represents an increase in adults receiving care packages and an inflationary increase of 4%. Within this inflation assumption it is projected that the number of Older Adults with a Physical Disability primary need will increase from 1,578 to 1,704 by March 2027. For Younger Adults (18-64) with a Learning Disabilities primary need, the increase from a baseline of 734 is expected to reach 772 by March 2027, for those with a Mental Health primary need, an increase from 452 to 498 at March 2027 and for those with a Physical Disability primary need, an increase from 615 to 787 by March 2027. In addition, there is a £3.6m staffing cost pressure, driven by rising demand and increasingly complex care needs, particularly among older and younger adults.

- 12.13 In 2026/27, it is assumed that £13.9m additional budget will be required for housing demand - £3m identified at the last update in March 2025 and the additional £10.9m as set out in Table 2. Of this, £9.9m pressures are related to increased Temporary Accommodation (TA) costs mainly driven by an 18–19% annual increase in Nightly Paid Accommodation (NPA) costs, reduced availability of Private Sector Leased (PSL) and council-owned properties, and market pressures that have led to landlords withdrawing properties. There is also a £1.0m investment requirement for a proposed landlord incentive scheme which aims to retain and grow PSL stock, reducing reliance on costly accommodation and this is projected to deliver significant cost avoidance in future years.
- 12.14 Within Children and Family services, an additional £5.6m is expected to be needed - £3.5m identified at the last update in March 2025 and the additional £2.2m as set out in Table 2. The additional requirement is mainly due to a Families First Partnership Programme pressure from replacing a 2025/26 grant which was originally passported to the Council as a Section 31 Grant but is now ringfenced. Other pressures include additional staffing requirements to support SEND tribunals, direct payments and increased requests for Subject Access records.
- 12.15 The pressure highlighted in Environment and Resident Experience relates to challenges around management of housing benefits particularly unavoidable statutory costs, including pressures from Supported Exempt Accommodation, bad debt provision, and reduced Housing Benefit overpayment recovery due to Universal Credit migration.
- 12.16 The estimated additional budget requirement in Culture, Strategy and Communities is due to the service facing pressures which include a budget shortfall for the 2026 borough elections, HR and Estates renewal team funding gaps as previously capitalised staffing costs now need to be revenue funded, and Library staffing cost increases, requiring budget adjustments to maintain statutory duties and service delivery.
- 12.17 The main pressure identified in Finance and Resources has emerged following the recent creation of a Corporate Landlord model. These consolidated property related budgets into a central team, aim to drive forward efficiencies in spend as well standardising the offer. This has highlighted an under provision of budgets notably in relation to NNDR and utilities.
- 12.18 All assumptions will remain under review over the next few months as new information emerges and the budget for 2026/27 can be set on the most up to date, realistic and reliable estimates of service pressures.
- 12.19 Appendices 1 to 5 set out in more detail the assumptions around the estimated pressures. Although still subject to change and challenge and

validation in light of the forecast in the current year between now and December, these have now been assumed in the financial planning models.

Corporate Pressures for 2026/27

- 12.20 Appendix 6 sets out the currently proposed corporate budget increases and key assumptions and show an increase of £32.5m is required. The main inflation assumptions are 3.5% for pay and an average of 6% for corporate contracts. The current Treasury Management Strategy Statement (TMSS) assumed new treasury investments will be made at an average rate of 4.00%, and new long-term loans will be borrowed at an average rate of 5.50%. These assumptions remain at this stage and the updated TMSS will be reviewed by Audit Committee in January, Cabinet in February and Full Council in March.
- 12.21 Final figures from levying bodies will not be available until early in the new calendar year. Government policy decisions can have a significant impact on many of the corporate budgets which cover pay and corporate contract inflation and treasury and capital financing. Any announcements in the Chancellors Autumn Statement, planned for 26 November 2025 could also lead to changes to current figures.

Budget Savings

- 12.22 The approach to identifying new savings as part of this year's financial planning process was set out in detail in the July Cabinet report [15 July 2025 Cabinet](#)
- 12.23 Work since July 2025 has identified an additional £7.0m new savings (including management actions) for 2026/27 with a total £11.0m new savings across the whole MTFS period as noted in the table below. These are on top of the existing, already approved, savings of £14.9m in 2026/27 and £32.2m across the whole MTFS period.
- 12.24 These are detailed in Appendices 1 to 5 and Cabinet are now recommended to commence external consultation and member scrutiny.

Table 4: New Proposed Budget Savings

Directorates	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Children's Services	(327)	(101)	(20)	-	-	(448)
AHH Adult & Social Services	(909)	-	-	-	-	(909)
AHH Housing Demand	(850)	(542)	(512)	(490)	-	(2,394)
AHH Public Health	-	-	-	-	-	-

Culture, Strategy and Communities	(100)	-	-	-	-	(100)
Environment & Resident Experience	(161)	-	(250)	(250)	-	(661)
Finance & Resources	-	-	-	-	-	-
Corporate Budgets	-	-	-	-	-	-
Management Actions	(4,628)	(848)	(605)	(200)	(200)	(6,481)
Total	(6,975)	(1,491)	(1,387)	(940)	(200)	(10,993)

- 12.25 Assuming that the new proposals are agreed and built into 2026/27 to 2030/31 budget plans, the savings programme across the 5 years of the MTFS would be as shown in the table below.

Table 5 – Estimated Total General Fund Savings Programme 2026-2031

Directorates	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total
Children's Services	(847)	(466)	(70)	-	-	(1,383)
AHH Adult & Social Services	(3,765)	(1,689)	(1,920)	-	-	(7,374)
AHH Housing Demand	(3,450)	(1,842)	(512)	(490)	-	(6,294)
AHH Public Health	-	-	-	-	-	-
Culture, Strategy and Communities	(408)	(100)	(125)	-	-	(633)
Environment & Resident Experience	(1,075)	(1,238)	(1,136)	(250)	-	(3,699)
Finance & Resources	(1,342)	(3,260)	(2,885)	-	-	(7,487)
Corporate Budgets	(4,377)	(3,505)	-	-	-	(7,882)
CTRS related schemes	(2,000)	-	-	-	-	(2,000)
Management Actions	(4,628)	(848)	(605)	(200)	(200)	(6,481)
Total	(21,893)	(12,948)	(7,253)	(940)	(200)	(43,233)

- 12.26 It is acknowledged that the sum of new proposals is relatively low, however, the Council has already committed to deliver £33.9m savings, agreed in previous planning periods. This is not an insignificant sum. Therefore, the focus between now and April 2026 will be on ensuring these savings are delivered, with clear plans and strategies to unblock any perceived barriers to full delivery. This might include making decisions to re-allocate resources from other activity.
- 12.27 The Pension Fund tri-annual valuation is underway, which will include a review of employer contributions. An update will be presented to the Pension Committee and Board on 1 December and if known, any financial implications of this will be included in the final 2026/27 Budget report in February.

- 12.28 The 2025/26 Quarter 1 report underlined firmly that the Council's underlying spend levels will require the continuation of borrowing the £37m for EFS assumed for 2025/26. As set out above, despite ongoing efforts to offset the forecast in year pressures, it is expected that the final EFS requirement for 2025/26 will exceed the £37m. The 2026 Financial Planning process to date, including lobbying and meetings with MHCLG and Ministers, has clarified that EFS and/or increases in Council Tax above the 4.99% threshold are the only options for the authority in setting a budget for 2026/27 and indeed for any year of the MTFS.
- 12.29 The implications for this level of ongoing borrowing is far from ideal but considered realistic at this stage given the financial pressures the Council is dealing with over the next five years even after the implementation of a range of spending controls. The Council will continue to express its concern to Government that EFS and the impact this has on borrowing costs year on year is not a solution to dealing with the shortfall of funding in the sector. The Council will also continue to deliver the agreed financial sustainability plan.
- 12.30 Based on the forecast budget assumptions in this report and the resultant gaps, Chart 2 below sets out the forecast value of the Councils budget that will be funded through EFS across the MTFS period. Again, based on current budget assumptions, Chart 3 shows the forecast annual EFS interest charges to be incurred each year of the MTFS. These figures are based on a 20 year maturity PWLB Loan at 5.85% inclusive of certainty rate discount.
- 12.31 It must be stressed that the contents of the charts are not final but illustrative of the currently presented position in this report. The final ESF figure will be subject to agreement with Government and will depend on the outcome of the local government finance settlement, any internal revisions to current assumptions before February, the wider economic position and availability of capital receipts to bridge the budget gap.

Chart 2 – Forecast Council Budgets funded through EFS

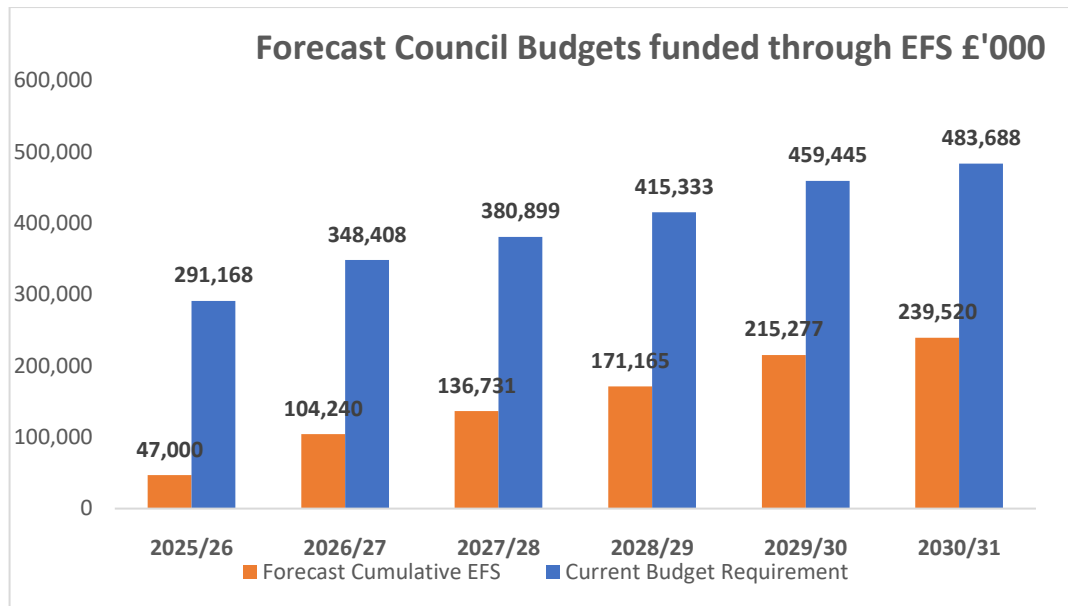
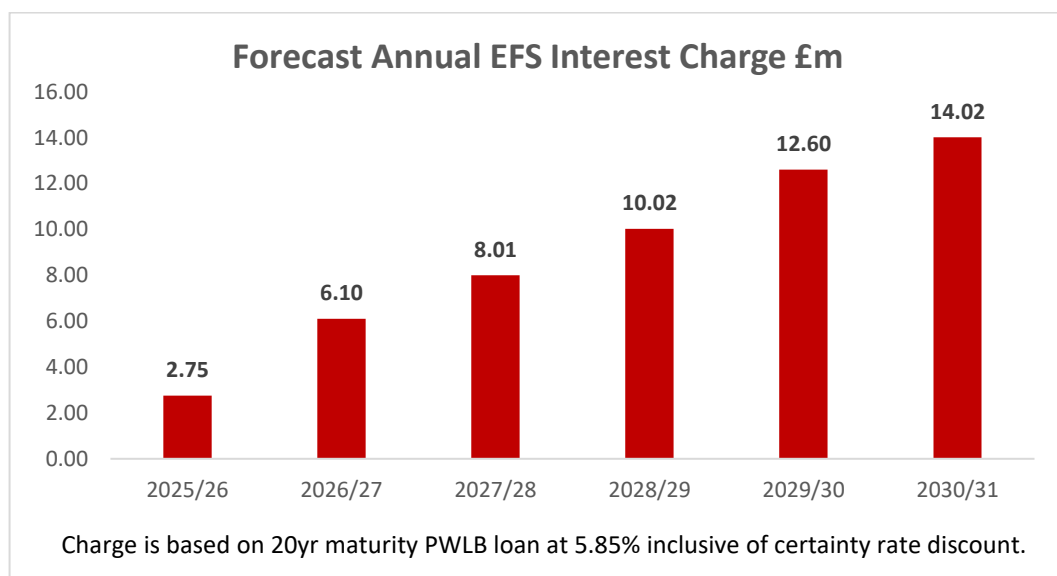


Chart 3 – Forecast Annual EFS Interest Charge



- 12.32 It must be noted that the currently presented 2026/27 figures will change before the final 2026/27 Budget report is proposed by Cabinet in February not least because consultation and scrutiny has yet to commence and the provisional local government finance settlement will not be announced before early December. The Government is also yet to confirm the outcome of the recent consultations on FFR2.0 and Resetting the Business Rates.

13 Financial Position for 2027/28 and beyond

- 13.1 The focus of this report has been on preparations for the 2026/27 budget. Financial planning across the medium term is more difficult because, although a three-year funding settlement will be published later in the year which will give some certainty on government provided grant income, spending pressures and other income streams remain volatile.
- 13.2 The Spending Review (SR25) published in June only provided government departmental budgets. Local authority allocations will not be known until December. However, it is now clear from the SR25 documents and the recent consultation of funding reform that there is little or no new funding being put into the system, with the majority of the core spending power (CSP) growth being generated from assumed council tax increases. These documents also suggest that any new funding is front loaded which will make later years even more challenging.
- 13.3 Therefore, at this point there remains an estimated cumulative budget gap of £192.5m by 2030/31.
- 13.4 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 North London Waste Authority levy increases and finally capital financing costs which will start to compound as the authority becomes increasingly reliant on EFS to meet real costs. The current assumptions on government funding may prove to be significantly different to the final figures, adding additional risk. The on-going shift from direct government grant funding to funding based on locally generated tax from residents and businesses comes with further challenges as these are potentially harder to collect.
- 13.5 This forecast gap is based on the best estimates at this stage and as set out in Table 6 and includes:
- Government funding remains cash flat.
 - Service demand pressures of £30.3m (2027/28 - 2030/31).
 - Corporate demand pressures of £170.9m (2027/28 - 2030/31).
 - Pay and price inflation reducing across the period to 2%, although with inflation not reducing at the pace expected this assumption carried significant risk.
 - Interest rate of borrowing costs remain an average of 5.5%. This will be updated as part of the annual review of the TMSS and the impact of revised forecasts built into the February report to Cabinet.
 - Council Tax base increase of 1% and Council Tax level increase of 4.99% for the remainder of the MTFS period.
 - Delivery of £21.3m of agreed and proposed savings for 2027/28 to 2030/31.
 - Corporate Contingency increases to £25m until 2029/30.

- Services stay within their approved budget allocation and do not overspend.
- Contribution of £3m per year from 2027/28 to the strategic budget planning reserve to replenish reserves but this remains subject to review each year depending on the Council's financial position.

Table 6 - Budget Gap 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Previously Agreed Budget Pressures	46,147	41,875	38,754	42,935	0	169,711
Previously Agreed Budget Savings	(14,917)	(11,457)	(5,866)	0	0	(32,240)
Previously Agreed Grant Funding Changes	5,785	(10,218)	(6,702)	(4,009)	0	(15,144)
New Pressures	30,059	15,181	14,808	14,852	32,788	107,690
New Savings	(2,347)	(643)	(782)	(740)	0	(4,512)
New Management Actions	(4,628)	(848)	(605)	(200)	(200)	(6,481)
New Government & Other Funding Changes	(2,858)	(1,401)	(5,173)	(8,726)	(8,344)	(26,503)
Forecast Budget Gap	57,240	32,490	34,434	44,112	24,244	192,520

- 13.6 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 the Corporate Delivery Plan. This may mean spending more in some areas of greater need and priority and more significant reductions in other areas.
- 13.7 Officers are working on a range of more transformational changes to services and considering services that could be reduced. There is a scenario where these proposals could be presented in September 2026 based on this work undertaken.

14 Capital Programme Update

- 14.1 The 15 July 2026/26 Budget to 2026/2031 report reiterated the requirement for all local authorities to prepare a Capital Strategy which will provide:
- a) a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
 - b) an overview of how the associated risk is managed
 - c) the implications for future financial sustainability
- 14.2 The aim of the strategy is to ensure that all of the Council's elected members and other stakeholders fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.
- 14.3 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 funded through borrowing, the Council has to budget £62,000 per annum to pay the interest and repay the debt.
- 14.4 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.
- 14.5 Each year, there will also be a need for new capital investment and for 2026/27 this will be 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 schools, highways infrastructure and operational and commercial estate. Capital investment can also provide opportunities to deliver revenue savings, or additional income and will be considered.
- 14.6 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 'pre pipeline' and reviewed as part of the review of the capital programme each year.
- 14.7 Proposals for the 2026/27 capital programme were considered over the summer and autumn and reviewed against estimated resources available. The outcome of that review is set out below and will be subject to the budget

consultation process. Feedback from the consultation will be considered in developing the full programme that will be presented to Cabinet in February before agreement by full Council on 2 March 2026.

Proposed Capital Programme for 2026-2031

- 14.8 Over the summer, officers have been reviewing the existing capital programme to identify any schemes that could be reduced, deferred, deleted but also to identify any other new essential new investment that may be required.
- 14.9 The proposed changes are summarised in Tables 7 and 8 and are set out in full in appendices 1 to 5. If agreed in March 2026 by full Council, the approved 2026-2031 General Fund capital programme will increase from £475.827m to £485.463m. This is due in large part to the additional resources applied to the Children's Services programme for the school's estate, offset by reductions in other areas, the largest of which relates to the in-borough Children's respite facility which is now not going ahead as planned. However, the latter was previously included in the programme on the basis of it being self-financing so its removal does not reduce the cost of the capital programme.
- 14.10 A significant but essential programme that is underway is to identify a replacement for the Council's 20 year old finance, HR, payroll and procurement system. This system replacement is a significant undertaking but essential given the age and functionality of the current system and it is critical that the Council has a system that enables staff and suppliers to be paid on time, can support the Council in meeting its financial statutory requirements but also provides an opportunity to update and modernise processes and ways of working.
- 14.11 A full report will be presented to Cabinet later in the year and therefore the new capital investment that will be required is not yet included in Table 8 but will need to be reflected in the final report to Cabinet and Council on 2 March 2026. It is likely that the cost of the replacement will need to be met by using the capital receipts flexibility regime as current advice is that the ERP system is not a capital asset and therefore cannot be funded through borrowing.

Table 7 – Proposed Schemes to be removed from the 2026/27 capital programme

Short Description	Current Budget 2026/27 £'000	Proposed Value of reduction £'000	Proposed Budget 2026/27
Reduction in Digital Schemes	5,097	1,160	3,937
In borough children's respite facility	5,260	4,360	900
Locality Hub	501	501	0
Clean Air School Zones	400	400	0
Total	11,258	6,421	4,837

Table 8 – Proposed New Schemes to be included in the 2026/27 Capital Programme

Short Description	Value £'000	Summary Rationale
School Conditions Surveys	230	There is a need to update the School Conditions Survey results. Completion of these surveys will determine the essential investment required into the school's estate.
Schools Capital Programme	14,512	Essential repairs are required for 8 schools (6 primary and 2 secondary) that can't be contained within existing programme.
Moselle Brook	1,100	The Moselle culvert plays a critical role managing surface water flooding. A partial collapse of the culvert in 2024 requires urgency permanent works.
Alexandra Palace	5,000	This will be an investment into the Panorama Room and Kitchen that is the key facility used to host the darts and investment in Mothergrid and the stage to allow large performance to take place at the palace. This capital investment is expected to support the palace in delivering its income generation strategy and will be through a loan from the Council so no impact on the Council's revenue position.

Short Description	Value	Summary Rationale
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	£'000	
Tree Planting Bid	898	Further capital required to continue post 2025 for tree planting. Opportunities for sponsorship and external funding will also be considered.
Purchase of Waste Vehicles	23,851	This purchase of the waste vehicles by the Council rather than them being leased through the waste contract is expected to be more cost effective. This will be validated when the tender process is complete and if confirmed purchase will proceed. The new waste contract will commence in 2027. This budget is already included in the capital programme for 2027/28 but the vehicles need to be purchased in advance of the contract start date and therefore this will bring forward the budget into 2026/27.
Total	45,591	

- 14.12 As part of the capital programme review, officers have also reviewed the individual schemes within the current programme for the investment into Wood Green and Tottenham areas of the borough. Across the scheme, there is £17.6m allocated which is funded through a combination of external funding and borrowing. Following a review of the funding assumptions, it has been identified that increased grants can be utilised without impacting on the overall projects planned.
- 14.13 Based on the revenue 2026/27 forecast position as set out in the report, if nothing else changes over the next few months of financial planning, it is clear that there is a significant requirement for new EFS to set a balanced budget in 2026/27. This new EFS requirement for 2026/27 is not yet included within the current agreed capital programme but will need to be reflected in the next iteration that will be agreed in March 2026. Where possible this will be funded from capital receipts but it is likely that the majority will need to be funded through borrowing.

Funding the Capital Programme

- 14.14 Work is underway to optimise the funding of the proposed capital programme. This will focus on limiting as far as possible the dependence on borrowing and will include maximising available external grant and external contributions; applicability of CIL and S106; potential to apply any historic reserve balances and a detailed assessment of uncommitted capital receipts for a refreshed update of forecast receipts from April 2026.
- 14.15 The Corporate Director of Finance and Corporate Resources will assess the optimum use of these resources with the final proposals presented to Cabinet in February. The final capital programme for 2026/27 to 2030/31 will be presented to Full Council on 2 March and which will also include the approval of the proposed application and strategy for the use of capital receipts.

15 Risk Management

- 15.1 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.
- 15.2 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.
- 15.3 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.
- 15.4 The Council's Corporate Director of Finance and Resources (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 2026 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.
- 15.5 The Draft 2026/27 Budget and 2026-2031 Medium Term Financial Strategy Report presented to Cabinet on 15 July 2025 included a comprehensive section on the risks and uncertainties known at the time (Section 16.0 [15 July Cabinet Report](#)). The majority remain valid however, notable updates or additions are set out below.

- 15.6 The most important change is the recognition that the Council's financial sustainability is now an issue rather than a risk. If nothing changes to the assessments set out in the sections above, it will be impossible to set balanced budgets across the entire MTFS period without new and on-going EFS approvals, that will require the Council to borrow money to fund its ongoing day to day expenditure.

Government Funding and Legislation

- 15.7 There will be a three year funding settlement from 2026/27 and Government published its consultation on the new funding formula on 20 June. Haringey submitted a response highlighting significant concerns over the proposals and the modelled loss of funding from April 2026 and across the SR period. Since the outcome of the consultation is not yet known, the figures quoted in this report are before the impact of any funding reductions. Haringey is already reliant on EFS to set a legally balanced budget which is not sustainable. Lobbying by officers and members took place over the summer and will continue until the final settlements are published.

Estimate of Pressures for 2026/27

- 15.8 The demand and other service pressures have been revisited over the summer and where required previous estimates have been updated. These estimates have been made with reference to the 2024/25 outturn and 2025/26 Quarter 1 forecast. However, a risk remains that these are not sufficiently robust or that external factors such as the economic position negatively impact on current assumptions. For this reason, assumptions will be kept under review and amendments must be expected before the final 2026/27 Budget and MTFS report is published in February.

Identifying and Delivery of Budget Reductions

- 15.9 This report includes details of the new savings, pressures and capital investment which Cabinet is recommended to commence consultation on. The net impact of these on the 2026/27 Budget projections has not been significant however, with a large previously agreed savings programme already agreed in previous planning periods, the focus for officers is firmly on getting these delivered fully and at pace.
- 15.10 The Council has reviewed its delivery of existing savings. Despite the additional focus that the finance recovery programme can provide, non-delivery remains a key risk for the authority. To mitigate this as far as possible, previous delivery plans are being reviewed, resources are being re-directed where possible.
- 15.11 Through the Value for Money Risk Assessments and in line with prior year work, the external auditors KPMG have highlighted for 2024/25 that the council has weaknesses in its processes in place to identify or monitor sufficient savings schemes to achieve a sustainable financial position. The

Value for Money Risk Assessment report will be presented to Audit Committee on the 10th of November. Improvements have been put in place for 2025/26.

- 15.12 With the lack of significant new saving proposals identified, ongoing reliance on EFS is required, at least for 2026/27 and as highlighted above, must be considered likely to be required on an ongoing basis.

North London Waste Authority

- 15.13 A significant project is underway to develop a new North London Heat and Power facility. This project is unlikely to complete before 2030 but is likely to result in significant costs to the Council through future levy payments made to NLWA. These costs are not yet known and therefore not included within the financial position for the MTFS period included in this report.

Reserves and Contingency

- 15.14 The Councils corporate contingency budget for 2026/27 is currently assumed at £25m, an increase of £15m on 2025/26. This is to provide further scope to deal with any under forecast or new pressures which emerge after the budget is set. The General Fund reserve is expected to be maintained at £15.2m. A forensic review of current reserve balances has been undertaken and the outcome of this will be included in the 2025/26 Quarter 2 budget update report to Cabinet. Any sums identified as available to release will be required to offset the 2025/26 forecast overspend.
- 15.15 Any use of reserves to balance the budget next year is not a viable option. The current MTFS assumes a planned annual replenishment of reserves to a more sustainable level from 2027/28. Replenishment means making an annual contribution to reserves included in the budget agreed in March each year. This figure is currently set at £3m.
- 15.16 Until the outcome of the recent review of reserve balances has concluded revised forecasts cannot be provided and therefore, the forecasts provided in the 15 July report remain the latest. This will be updated for the Budget report to Cabinet in February 2026. As outlined above, any identified useable balances from the review will need to be used to offset 2025/26 overspend.

16 Consultation and Scrutiny

- 16.1 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.
- 16.2 This consultation and engagement exercise will begin following the Call In period and will conclude in January 2026. 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.

- 16.3 There remains a significant budget gap for 2026 and work will continue until February 2026 particularly in refining estimated budget pressures, delivering efficiencies and management actions and also the impact of any government announcements on funding.
- 16.4 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.
- 16.5 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.
- 16.6 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 2026 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 2026.
- 16.7 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.

17 Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes

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

18 Carbon and Climate Change

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

19 Statutory Officers comments (Corporate Director of Finance and Resources, Head of Procurement, Director of Legal and Governance, Equalities)

Finance

- 19.1 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.

19.2 Ensuring the robustness of the Council's 2026/27 budget and its MTFS 2026/27 – 2030/31 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.

19.3 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 2026.

Procurement

19.4 Strategic Procurement have been consulted in the preparation of this report and will continue to work with services to support delivery of the Council's financial strategy and corporate priorities.

Director of Legal & Governance

19.5 The Director of Legal and Governance has been consulted in the preparation of this report.

19.6 The Local Government Finance Act 1992 places a statutory duty on local authorities to produce a balanced budget each financial year. The Local Government Act 2003 requires the Chief Financial Officer of the authority to report to it on the robustness of the estimates made and the adequacy of the proposed financial reserves.

19.7 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.

19.8 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.

19.9 The report proposes new savings proposals for the financial year 2026/27, which the council will be required to consult upon and ensure that it complies with the public sector equality duty.

Equality

- 19.10 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.
- 19.11 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/fait, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 19.12 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 19.13 This report details the agreed budget proposals for 2026/27 and MTFS to 2030/31, including budget adjustments and capital proposals.
- 19.14 The proposed recommendation is for Cabinet to note the budget proposals and agree to commence consultation with residents, businesses, partners, staff and other groups on the 2026/27 Budget and MTFS. The decision is recommended to comply with the statutory requirement to set a balanced budget for 2026/27 and to ensure the Council's finances on a medium-term basis are secured through the four-year Medium-Term Financial Strategy.
- 19.15 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 few 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.
- 19.16 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.

- 19.17 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 2026.
- 19.18 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.
- 19.19 Initial Equality Impact Assessments for relevant savings proposals will be published in February 2026 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.

20 Use of Appendices

Appendix 1 – Children’s New and existing budget proposals 2026/27 +
Appendix 2 – Adults Housing and Health New and existing budget proposals 2026/27 +
Appendix 3 - Environment & Resident Experience New and existing budget proposals 2026/27 +
Appendix 4 - Culture, Strategy & Communities New and existing budget proposals 2026/27 +
Appendix 5 - Finance and Resources New and existing budget proposals 2026/27 +
Appendix 6 - Corporate New and existing budget proposals 2026/27 +
Clarification Note 03.11.2025

21 Background papers

2026/27 Budget and 2026/2031 MTFS 15 July 2025 – Cabinet report

Appendix 1 – Childrens and Young People Directorate

- 1.1. The Children and young people's Directorate includes all services for children and young people, including those looked after, early help and intervention, youth provision, education services and support for those with SEND.
- 1.2. The estimated additional budget requirement for the Children's Directorate in 2026/27 is £6.1m as presented in the table below consisting of £4.3m of previously agreed proposals and £1.8m of new proposals, details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £10.6m, however, it should be noted that work to model demand pressures from 2027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. The updated MTFS for the period from 2027/28 onwards will be included in the final budget report to Cabinet in February 2026.

Directorate Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets *	69,469	75,600	76,906	78,443	80,123	380,542
Previously Agreed Budget Pressures and Savings	4,306	1,407	1,722	1,680	0	9,115
New Pressures	2,152	0	(165)	0	0	1,987
New Savings	(327)	(101)	(20)	0	0	(448)
New Management Actions	0	0	0	0	0	0
New Government & Other Funding Changes	0	0	0	0	0	0
Total Proposed Changes	6,131	1,307	1,537	1,680	0	10,654
Proposed Revised Budget	75,600	76,906	78,443	80,123	80,123	391,196
* Based on Draft Budgets						

- 1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. 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.

2026/27 Proposed New Budget Pressures

- 1.4. £2.2m of proposed new budget pressures have been identified across 2026/27 to 2030/31 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Continuation funding for running costs for Rising Green Youth Hub	165		(165)			0	CYP
Families First Partnership Programme	1,436					1,436	CYP
Additional staffing to support increase in requests for subject access records	123					123	CYP
Additional staffing to support SEND tribunals, mediations and complaints	215					215	CYP
Additional staffing to review direct payments	213					213	CYP
Total	2,152	0	(165)	0	0	1,987	

- 1.5. The Rising Green Youth Hub staffing costs of £165,000 has been previously met through the use of grant and reserves which is due to end in March 2026. In September, Cabinet agreed the continuation of extending the lease for Rising Green. If budgets for the running costs from April 2026 are not secured, the Council will still be liable for the rental and associated costs for April and May 2026 alongside dilapidation costs which are unknown at this stage.
- 1.6. The Families First Partnership Programme pressure relates to the replacement of a 2025/26 grant which was originally passported to the Council as a Section 31 Grant in the 2025/26 settlement, but subsequent guidance has been issued by DfE confirming grant conditions and new service requirements.
- 1.7. Under the Data Protection Act 2018, individuals have the right to request access to their personal data through Subject Access Requests (SARs), which must be responded to within one month unless extended due to complexity. Due to a sharp rise in SARs and increasing case complexity, the current team is under-resourced, prompting a proposal to add three staff members costing £123,000 to meet demand and maintain compliance.
- 1.8. Tribunal appeals and mediation cases in Haringey have risen sharply over the past three years, placing significant strain on the single Dispute Resolution Officer and exceeding acceptable caseload levels compared to neighbouring boroughs. To reduce financial pressures and improve outcomes, there is a need to increase staff capacity within the SEND service with a budget pressure of £215,000, which will support cases being resolved earlier.

- 1.9. As part of the process of reviewing direct payments, there is a statutory duty to annually review support to disabled children and identify whether needs remain the same. The service has not had the capacity to deliver either the social work aspect of the task or the financial audit function and a small social work team of 3 will be put in place to review between 300-330 short break packages. This entails reviewing children's support plans, needs and completing the audit on spending of personal budgets. The cost of the small social worker team is bringing a pressure of £213,000 to the budget.

2026/27 Proposed New Budget Savings

- 1.10. £0.448m of proposed new budget savings have been identified across 2026/27 to 2030/31, of which £0.327m is identified in 2026/27 and summarised in the table below.
- 1.11. Copies of the detailed proposals are included in Appendix 1a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 1a
Care Leavers Accommodation	(237)	(31)				(268)	1
Introducing specialist foster carer allowances to attract more foster carers	(90)	(70)	(20)			(180)	2
Total	(327)	(101)	(20)	0	0	(448)	

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)	2025/26 - 30/31 Total (£'000)	Appendix 1b
Children's Services	15,064	19,493	14,098	5,031	5,031	-	43,653	58,716	
ADDITIONS / NEW SCHEMES									
School Conditions Surveys – the completion of these surveys will determine the essential investment required	0	230					230	230	1
Schools Capital Programme – immediate essential repairs for 8 schools (6 primary and 2 secondary) can't be contained within existing programme	0	2,902	2,902	2,902	2,902	2,902	14,512	14,512	2
	0	3,132	2,902	2,902	2,902	2,902	14,742	14,742	
DELETION / REDUCTION									
In borough children's respite facility		(2,630)	(2,630)				(5,260)	(5,260)	
	0	(2,630)	(2,630)	0	0	0	(5,260)	(5,260)	
Revised Children's Services	15,064	19,995	14,370	7,933	7,933	2,902	53,135	68,198	

1.12. Details of the proposed new schemes are set out in Appendix 1b. There is one scheme that is proposed for reduction:

In borough Children's respite facility – the original budget is based on the development of a new in borough respite facility. However, this is not progressing as planned and instead the service are developing a range of alternative initiatives that will require a budget of £900,000 to be retained but that £5.260m can be removed from the programme.

Appendix 2 – Adults Housing and Health Directorate

Adults Social Care

- 1.1. The Adults, Housing and Health Directorate includes Adult Social Care services, temporary accommodation and housing demand (funded through the General fund) and public health. This report and the detail set out in this appendix excludes the Housing Revenue Account, of which the Business Plan will be presented to Cabinet in December.
- 1.2. The estimated additional budget requirement for the Adult and Social Services Directorate in 2026/27 is £14.9m as presented in the table below consisting of £5.6m of previously agreed proposals and £9.3m of new proposals. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £31.5m however, it should be noted that work to model demand pressures from 2027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. The updated MTFS for the period from 2027/28 onwards will be included in the final budget report to Cabinet in February 2026.

Directorate Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	98,483	113,406	118,259	123,064	129,984	583,196
Previously Agreed Budget Pressures and Savings	5,590	5,521	5,280	6,920	0	23,311
New Pressures	10,600	0	0	0	0	10,600
New Savings	(909)	0	0	0	0	(909)
New Management Actions	(358)	(668)	(475)	0	0	(1,501)
New Government & Other Funding Changes	0	0	0	0	0	0
Total Proposed Changes	14,923	4,853	4,805	6,920	0	31,501
Proposed Revised Budget	113,406	118,259	123,064	129,984	129,984	614,697

- 1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. 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.

2026/27 Proposed New Budget Pressures

- 1.4. £10.6m of proposed new budget pressures have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Placement demand pressures + inflation assumed at 4%	7,000					7,000	A&H
Adult Social Care Staffing cost pressure	3,600					3,600	A&H
Total	10,600					10,600	

- 1.5. Based on current modelling, the number of adults receiving care packages is projected to rise across all primary need categories by March 2027, with financial planning incorporating a 4% price inflation assumption for 2026/27. Within this inflation assumption it is projected that the number of Older Adults with a Physical Disability primary need will increase from 1,578 to 1,704 by March 2027. For Younger Adults (18-64) with a Learning Disabilities primary need the increase from a baseline of 734 is expected to reach 772 by March 2027. For those with a Mental Health primary need, an increase from 452 to 498 at March 2027 is expected and for those with a Physical Disability primary need, an increase from 615 to 787 by March 2027.
- 1.6. Adult Social Care (ASC) in Haringey is managing a £3.6 million staffing cost pressure, driven by rising demand and increasingly complex care needs, particularly among older and younger adults. Mitigation efforts include strategic vacancy management, recruitment delays in non-frontline roles, and optimising funding streams, while future plans focus on redesigning the operating model, enhancing digital triage, and ensuring the right workforce mix. Without securing this funding, adult social care risks breaching its statutory duties under the Care Act 2014, which could lead to growing backlogs in assessments and reviews, impacting vulnerable residents.

2026/27 Proposed New Budget Savings

- 1.7. £1.2m of proposed new budget reductions have been identified across 2026/27 to 2030/31 with £1.0m identified in 2026/27 and summarised in the table below.
- 1.8. Copies of the detailed proposals are included in Appendix 2a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 2a	O&S Panel
Review of Adult Social Care Charging Policy and strengthening financial assessment	(909)	-				(909)	1	A&H
Total	(909)					(909)		

Housing Demand (including Temporary Accommodation)

- 1.9. The estimated additional budget requirement for Housing Demand in 2026/27 is £13.2m as presented in the table below consisting of £3.4m of previously agreed proposals and £9.9m of new proposals. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £15.3m, however, it should be noted that work to model demand pressures from 2027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. The updated MTFS for the period from 2027/28 onwards will be included in the final budget report to Cabinet in February 2026.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	25,792	39,032	39,055	40,543	41,053	185,475
Previously Agreed Budget Proposals	3,371	700	2,000	1,000	0	7,071
New Pressures	10,854	0	0	0	0	10,854
New Savings	(850)	(542)	(512)	(490)	0	(2,394)
New Management Actions	0	0	0	0	0	0
New Government & Other Funding Changes	(135)	(135)	0	0	0	(270)
Total Proposed Changes	13,240	23	1,488	510	0	15,261
Proposed Revised Budget	39,032	39,055	40,543	41,053	41,053	200,736

- 1.10. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. 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.

2026/27 Proposed New Budget Pressures

- 1.11. £9.9m of proposed new budget pressures have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Housing Demand (demand and price pressure)	9,902					9,902	HP&D
Total	9,902					9,902	

- 1.12. The Council is facing rising Temporary Accommodation (TA) costs of £8.5m, driven by an 18–19% annual increase in Nightly Paid Accommodation (NPA) spend, reduced availability of Private Sector Leased (PSL) and council-owned properties, and market pressures that have led to landlords to withdraw properties. Additional budget pressures include a £262,000 overspend on legal recharges due to reliance on external services, and an increased Bad Debt Provision aligned with ambitious rent collection targets following recent rent increases.

2026/27 Proposed New Budget Savings

- 1.13. £0.3m of proposed new budget reductions have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below and set out in full in the separate Appendix Pack.
- 1.14. Copies of the detailed proposals are included in Appendix 2b.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 2b	O&S Panel
Reduction in contracts in Floating Support Contract	(257)					(257)	1	HP&D

Total	(257)					(257)		
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2026/27 Invest to Save Proposals 2026/27

- 1.15. £1.0m of investment is required to provide proposed reductions of £2.1m across 2026/27 to 2030/31 as summarised in the table below

Description	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 £000s	Total £'000	Appen dix 2c	O&S Panel
Incentive payments to increase and retain PSL stock for use as Temporary Accommodation	952					952	2	HP&D
Incentive payments to increase and retain PSL stock for use as Temporary Accommodation	(593)	(542)	(512)	(490)	0	(2,137)	2	HP&D
Total	359	(542)	(512)	(490)	0	(1,185)		

- 1.16. The Council has experienced a steady decline in Private Sector Leasing (PSL) properties for Temporary Accommodation due to rising market rents and increased competition from other boroughs. To address this, a proposed landlord incentive scheme aims to retain and grow PSL stock, reducing reliance on costly nightly paid and B&B accommodation. While this would result in a short-term increase in expenditure in 2026/27, it is projected to deliver significant cost avoidance in future years, forming part of a broader PSL Retention Strategy.
- 1.17. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)	2025/26 - 30/31 Total (£'000)	O&S Panel
Adults, Housing & Health									
ADDITIONS / NEW SCHEMES									
	0	0	0	0	0	0	0	0	
DELETION / REDUCTION									
Locality Hub		(501)					(501)	(501)	A&H
	0	(501)	0	0	0	0	(501)	(501)	
Revised Adults, Housing & Health	9,653	7,527	2,377	2,200	2,200	0	14,304	23,957	

- 1.18. There are no proposed new schemes for the Adults, Housing and Health Directorate. There is one scheme that is proposed for reduction.
- 1.19. Locality Hubs - the original budget is based on the development of community and locality hubs across the borough. There was a decision not to progress these in the March 2025 budget report but some budget was required for the costs related to the Northumberland Resource Centre. Any costs to the General Fund have been incurred and the remaining budget can be removed from the capital programme.

Appendix 3 – Environment & Resident Experience Directorate

- 1.1. The Environment and Resident Experience Directorate covers a range of services that are used by all of the boroughs residents and visitors, including, waste services, roads and transport, planning and building control, leisure centres and customer services. Council Tax, Business Rates and benefits are also managed within this directorate.
- 1.2. The estimated reduced budget requirement for the Environment and Resident Experience Directorate in 2026/27 is £0.9m as presented in the table below consisting of a reduction of £2.0m of previously agreed proposals and £1.1m of new proposals. Details of the new proposals are provided in the sections below. The total estimated reduction in budget requirement across 2026/27 to 2030/31 is £4.8m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	12,393	11,509	10,974	7,838	7,588	50,304
Previously Agreed Budget Pressures and Savings	(1,963)	(1,372)	(2,886)	0	0	(6,221)
New Pressures	1,275	803	0	0	0	2,078
New Savings	(161)	0	(250)	(250)	0	(661)
New Management Actions	(34)	34	0	0	0	0
New Government & Other Funding Changes	0	0	0	0	0	0
Total Proposed Changes	(883)	(535)	(3,136)	(250)	0	(4,804)
Proposed Revised Budget	11,509	10,974	7,838	7,588	7,588	45,499

- 1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. 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.

2026/27 Proposed New Budget Pressures

- 1.4. £2.1m of proposed new budget pressures have been identified across 2026/27 to 2030/31, £1.3m identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Increase in Bad Debt Provision against shortfall in court cost recovery	136					136	O&S
Ongoing pressures relating to Housing Benefit overpayments.	1,127	803				1,930	O&S
Total	1,263	803				2,066	

- 1.5. There is a budget increase of £136,000 needed to address a recurring shortfall in court cost income, which has consistently fallen below the longstanding budget assumption of £1.35m income. This gap is driven by failure to set the fees at a high enough level to meet the income target, which is corrected in the fees proposed for 2026/27. Therefore this pressure will remain only if the proposed increase in fees that are being considered by Cabinet in December are not approved.
- 1.6. An additional £1.13m is required for the 2026/27 benefits expenditure budget to cover unavoidable statutory costs, including pressures from Supported Exempt Accommodation, bad debt provision, and reduced Housing Benefit overpayment recovery due to Universal Credit migration. These costs are mandated by law and cannot be avoided. Without this adjustment, the Council faces a forecasted overspend of £1.13 million, and the previously planned £1 million saving will not be achievable. The funding ensures continued service delivery and aligns the budget with realistic demand.

2026/27 Proposed New Budget Savings

- 1.7. £0.6m of proposed new budget savings have been identified across 2026/27 to 2030/31 with £0.1m identified in 2026/27 and summarised in the table below.
- 1.8. Copies of the detailed proposals are included in Appendix 3a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 3a	O&S Panel
Leisure Commercialisation			(250)	(250)		(500)	1	CCSE
CCTV income generation	(48)					(48)	2	CCSE
Optimised environmental enforcement	(50)					(50)	3	CCSE
Total	(98)		(250)	(250)		(598)		

2026/27 Proposed Invest to Save Proposals

1.9. £12,000 of investment is required to provide proposed reductions of £63,000 in 2026/27 as summarised in the table below.

Title	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 £000s	Total £'000	Appen dix 3a	O&S Panel
Digital on-boarding push	(63)					(63)	4	O&S
Digital on-boarding push	12					12	4	O&S
Total	(51)	0	0	0	0	(51)		

1.10. A targeted campaign is proposed to increase e-billing uptake among Council Tax account holders, aiming to reduce printing and postage costs and improve digital engagement. With nearly 80,000 email addresses on file not currently using e-billing, a 40% uptake could save approximately £39,800 annually. The £12,000 campaign—delivered in partnership with CAM and supported by Haringey Comms—will promote self-service and automation, reduce administrative pressure, and align with corporate priorities around resident experience and digital transformation.

1.11. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	App end ix 3b	O&S Panel
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	
Environment & Resident Experience	26,551	22,316	41,104	15,827	10,880	0	90,126	116,677		
ADDITIONS / NEW SCHEMES										
Moselle Brook - The Moselle culvert plays a critical role managing surface water flooding. Partial collapse of the culvert in 2024 requires urgency permanent works.	0	1,100					1,100	1,100	1	CCSE
Waste Management - Fleet purchase & infrastructure works in watermead way		23,751	1,714				25,465	25,465	n/a	CCSE
Tree Planting		157	217	253.0	259	264	1,149	1,149	2	CCSE
	0	25,008	1,931	253	259	264	27,714	27,714		

DELETION / REDUCTION									
Waste Management - Fleet purchase & infrastructure works in watermead way		(2,023)	(23,077)				(25,100)	(25,100)	CCSE
Clean air school zones		(400)					(400)	(400)	CCSE
	0	(2,423)	(23,077)	0	0	0	(25,500)	(25,500)	
Revised Environment & Resident Experience	26,551	44,901	19,958	16,080	11,139	263.8	92,340	118,891	

- 1.12. Details of the proposed new schemes are set out in Appendix 3b. There are two schemes that are proposed for reduction and one which is included in the existing programme but the budget is required to be brought forward into 2026/27.
- 1.13. Waste Fleet – This budget was included in the capital programme for 2027/28 when the programme was agreed in March 2025. However, the new waste contract will commence in April 2027 and therefore, if following the outcome of the tender it is more cost effective for the Council the purchase the vehicles than leasing, this will now be required in 2026/27 to ensure they are available and fully operational for the start of the new contract.
- 1.14. Clean Air School Zones – The budget each year for this initiative is £400,000. However, given the Council's financial position, this is not considered essential and therefore it is proposed to delay any new zones in 2026/27 as a one off and review this initiative again in 2027/28.

Appendix 4 – Culture, Strategy & Communities Directorate

- 1.1. The Culture, Strategy and Communities Directorate includes libraries and cultural services, placemaking and regeneration, business support, as well as corporate services of human resources, legal services and policy and communications.
- 1.2. The estimated additional budget requirement for the Culture, Strategy and Communities Directorate in 2026/27 is £1.7m as presented in the table below consisting of an increase in £0.3m of previously agreed proposals and £1.4m of new proposals. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £1.1m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	16,684	18,402	17,002	16,845	16,743	85,674
Previously Agreed Budget Pressures and Savings	289	(627)	(102)	23	0	(417)
New Pressures	1,655	(619)	75	75	1,230	2,416
New Savings	(100)	0	0	0	0	(100)
New Management Actions	(126)	(154)	(130)	(200)	(200)	(810)
New Government & Other Funding Changes	0	0	0	0	0	0
Total Proposed Changes	1,718	(1,400)	(157)	(102)	1,030	1,089
Proposed Revised Budget	18,402	17,002	16,845	16,743	17,773	86,763

- 1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. 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.

2026/27 Proposed New Budget Pressures

- 1.4. £3.3m of proposed new budget pressures have been identified across 2026/27 to 2030/31, consisting of £2.0m in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
2026 election costs.	680	(680)			1,230	1,230	O&S
Removal of unachievable advertising income targets	200					200	O&S
Correction to Human Resources charge to the Housing Revenue Account	150	75	75	75		375	O&S
Wood Green budget pressures	580					580	HP&D
Pressure in libraries staffing budget following revised council policy on weekend pay	45	(14)				31	CCSE
Total	1,655	(619)	75	75	1,230	2,416	

- 1.5. Haringey Council faces a statutory, time-limited budget pressure of approximately £1.23 million to deliver the May 2026 borough elections, driven by increased costs for staffing, voter ID implementation, Royal Mail charges, and relocating the count to Alexandra Palace. Without sufficient funding—beyond the £550,000 currently allocated—the Returning Officer risks breaching legal duties, compromising election validity and damaging the Council's reputation.
- 1.6. Over the years, income targets for the communications team have been increasingly stretched, reaching £770,000 for 2024/25 and 2025/26. Despite efforts, including hiring an extra staff member for six months—only £400,000 was achieved last year. For 2026/27, a more realistic target of £550,000 is proposed, factoring in new revenue from the River Park House advertising hoarding. This adjustment is necessary as the main resource for developing new commercial opportunities is currently focused on the Income Generation MTFS project, which also has demanding targets. Therefore, the communications income target is to be reduced to £550,000 for 2026/27 and beyond.
- 1.7. The Human Resources budget is under increasing pressure due to a shift in funding proportions between the General Fund and the Housing Revenue Account (HRA), driven by changes in staff headcount. As the number of HRA-funded roles decline, the HRA contribution has dropped from approximately 24% to 21%, with further reductions expected. This shift, combined with overall headcount growth, has made previous budget management strategies unsustainable, necessitating an increase in General Fund support to maintain current service levels.
- 1.8. The capital budget for Wood Green in 2026/27 is approximately £2.7m, with no allocation beyond that year. This budget is uncommitted and includes £500,000 for capitalised salaries, which—if redirected as savings—could create a revenue pressure due to changes in capitalisation protocols. Additionally, the Placemaking team faces further pressures from the loss of external

funding for a key role and an unresolved £80,000 savings target, potentially impacting the council's ability to deliver on community development commitments under the Haringey Deal.

- 1.9. A final-stage review of library operations has introduced a staff restructure, coinciding with the insourcing of leisure services to Haringey Council in 2025. As part of this transition, weekend pay enhancements were extended to library staff working exclusively weekends, aligning with leisure colleagues and standardising pay policy across the Council. This policy-driven change has created a projected salary pressure of £78,000, including ongoing enhancements, back pay, and pay protection. While mitigation options are being explored, the service has already delivered significant savings through restructuring, limiting further flexibility.

2026/27 Proposed New Budget Savings

- 1.10. £0.1m of proposed new budget savings have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

- 1.11. Copies of the detailed proposals are included in Appendix 4a.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	Appendix 4a	O&S Panel
Reduce Business Support Service	(100)					(100)	1	O&S
Total	(100)					(100)		

- 1.12. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	Appen dix 4b	O&S Panel
Culture, Strategy & Communities	56,486	106,735	53,836	39,079	87,600	0	287,251	343,737		
ADDITIONS / NEW SCHEMES										
Alexandra Palace - Panarama Room		3,000	500				3,500	3,500	n/a	CCSE
Investment in Mothergrid and Stage		1,500					1,500	1,500	n/a	CCSE
	0	4,500	500	0	0	0	5,000	5,000		
DELETION / REDUCTION										
Alexandra Palace Invest to earn	(1,628)	(1,128)	(1,356)				(2,484)	(4,112)		CCSE
Change in funding assumptions for Wood Green and Tottenham reducing Council resources but not change in project outcomes		(2,100)					(2,100)	(2,100)		HP&D
	(1,628)	(3,228)	(1,356)	0	0	0	(4,584)	(6,212)		
Revised Culture, Strategy & Communities	54,858	108,007	52,980	39,079	87,600	0	287,667	342,525		

- 1.13. There are two new proposed schemes within Culture, Strategy and Communities Directorate. Both of these relate to Alexandra Palace and will put the much needed investment into the Panorama Room which hosts the darts competition and protect these arrangements as well as investment into wider infrastructure needed to support concerts and events and allow competition with other major event venues in the capital. The £5m capital investment will be through the form of a loan to Alexandra Palace and will be repaid in full but is essential to support their income generation strategy and protect their financial position.
- 1.14. There are no schemes proposed for removal from the programme but a review of the schemes that will invest into Wood Green and Tottenham has identified an opportunity to maximise grant funding and reduce council resources allocated, whilst also protecting the project outcomes. This will reduce the Council's borrowing requirement.

Appendix 5 – Finance and Resources Directorate

- 1.1. The Finance and Resources Directorate includes a range of corporate services, including, financial management, strategic procurement, internal audit, fraud and risk management and digital services and change management. Also managed through this directorate is corporate property and capital projects delivery, including the new homes programme.
- 1.2. The estimated additional budget requirement for the Finance and Resources Directorate in 2026/27 is £1.4m as presented in the table below consisting of a reduction in £0.4m of previously agreed proposal reductions and £1.8m of new proposals. Details of the new proposals is provided in the sections below. The total estimated reduced budget requirement across 2026/27 to 2030/31 is a reduction of £4.8m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	69,308	70,678	67,418	64,533	64,533	336,471
Previously Agreed Budget Pressures and Savings	(380)	(3,260)	(2,885)	0	0	(6,525)
New Pressures	1,750	0	0	0	0	1,750
New Savings	0	0	0	0	0	0
New Management Actions	0	0	0	0	0	0
New Government & Other Funding Changes	0	0	0	0	0	0
Total Proposed Changes	1,370	(3,260)	(2,885)	0	0	(4,775)
Proposed Revised Budget	70,678	67,418	64,533	64,533	64,533	331,696

- 1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full. 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.

2026/27 Proposed New Budget Pressures

- 1.4. £1.8m of proposed new budget pressures have been identified across 2026/27 to 2030/31, all identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Implementation of the Corporate Landlord Model which has identified pressures relating to business rates and utility bills.	1,750					1,750	O&S
Total	1,750					1,750	

- 1.5. The implementation of the corporate property model has highlighted a long-standing, unfunded pressure from property-related costs. A detailed review of in-year spend up to Quarter 1 of 2025/26 confirms a significant baseline need, driven by rising NNDR, utilities, security, and maintenance costs. Without additional funding, essential public buildings—including sports centres and children’s centres face potential closure. There is further work to be done during the remainder of 2025/26 to understand how these costs have previously been funded and to look at the transfer of the associated income from service budgets. However, this is unlikely to fully mitigate this emerging pressure and a long-term mitigation will rely on the Asset Management Plan and capital investment to modernise and reduce operating costs.
- 1.6. The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	O&S Panel
Finance & Resources	29,025	18,380	11,029	5,583	0	0	34,992	64,018	
ADDITIONS / NEW SCHEMES									
	0	0	0	0	0	0			
	0	0	0	0	0	0	0	0	
DELETION / REDUCTION									
Reduction in Digital Schemes		(1,160)					(1,160)	(1,160)	O&S
Revised Finance & Resources	29,025	17,220	11,029	5,583	0	0	33,832	62,858	

- 1.7. There are no new capital schemes proposed for the Finance and Resources Directorate but one proposed for reduction.
- 1.8. Digital Schemes – Following a review of all the individual schemes in the current programme related to investment into digital tools and technology, it has been identified that the budget for 2026/27 can be reduced through efficiencies without impacting of the digital improvements that are required. There is now a detail plan underpinning this revised budget for 2026/27.

Appendix 6 – Corporate Budgets

- 1.1. The estimated additional requirement for corporate budgets in 2026/27 is £20.7m as presented in the table below consisting of £25.8m of previously agreed proposals and £5.1m of new proposed reductions. Details of the new proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £143.6m.

Proposed Budgets 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	37,611	58,353	89,856	122,638	157,992	466,449
Previously Agreed Budget Proposals	25,802	17,831	23,057	29,303	0	95,993
New Pressures	1,773	14,997	14,898	14,777	31,558	78,005
New Savings	0	0	0	0	0	0
New Management Actions	(4,110)	(60)	0	0	0	(4,170)
New Government & Other Funding Changes	(2,723)	(1,266)	(5,173)	(8,726)	(8,344)	(26,233)
Total Proposed Changes	20,742	31,503	32,782	35,354	23,214	143,595
Proposed Revised Budget	58,353	89,856	122,638	157,992	181,206	610,043

- 1.2. The current assumption is that the £6.4m of cross cutting savings approved in March 2025 for the year 2026/27 and £9.9m across 2026/27 to 2030/31 will be reallocated out to directorates and delivered in full. 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.

2026/27 Proposed New Budget Pressures

- 1.3. £78.0m of proposed new budget pressures have been identified across 2026/27 to 2030/31, £1.8m identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)	O&S Panel
Increased General Contingency to mitigate future unknown pressures	5,240	15,000	15,000	15,000	10,000	60,240	O&S
Revised Pay inflation provision	71	1,574	636	561	4,337	7,178	O&S
Revised Non-Pay inflation provision	(1,303)	(586)	547	550	1,583	791	O&S
Revised NLWA and other levies 2.5% inflation continuation*	(3,231)	(1,020)	(990)	(959)	7,312	1,112	O&S
Concessionary Fares 2.5% inflation continuation	978	(201)	(356)	(468)	8,166	8,119	O&S
Bank Charges 2.5% inflation continuation	(2)	19	39	60	105	220	O&S
Subscriptions 2.5% inflation continuation	(70)	(59)	(48)	(38)	(15)	(231)	O&S
Pension assumptions	90	271	71	71	71	375	O&S
Total	1,773	14,997	14,898	14,777	31,558	78,005	
* Based on latest NLWA forecast							

The proposed changes to the Capital programme across the five years is noted in the below table.

Proposed Changes to Capital Programme 2026/27 to 2030/31

DIRECTORATE	2025/26 QTR.1 Revised Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total	2025/26 - 30/31 Total	Appendix 6b	O&S Panel
Corporate Items	47,256	5,000	0	0	0	0	5,000	52,256		
Exceptional Financial Support ¹	37,000						0	37,000		O&S Cttee
Contingency	10,256	5,000					5,000	15,256		O&S Cttee
Revised Corporate Items	47,256	5,000	0	0	0	0	5,000	52,256		

¹ This excludes any new requirement for EFS in 2026/27 onwards

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Saving Proposal

Business Planning / MTFS Proposal

Ref. Appendix 2a.1

2026-2031

Title of Proposal:	Review of Adult Social Care Charging Policy and strengthening financial assessment processes		
Directorate	Adults, Housing and Health	Responsible Director/Assistant Director:	Jo Baty
Cabinet Member	Lucia das Neves	Scrutiny Committee	Adults & Health Scrutiny Panel
Affected Service:	Adults, Health & Communities	Contact / Lead Officer:	Becky Cribb

Value of the budget	
Type of Saving	Income Generation

Charging policy alignment and strengthening financial assessment processes

This proposal is in two parts: Part A aims to ensure the council's charging arrangements accurately reflect the start of care provision, in line with statutory guidance and the principle of fairness. Part B proposes to improve the efficiency, timeliness, and accuracy of financial assessments, supporting both resident experience and income collection.

Part A: Under the current policy, charges are applied from the date a financial assessment is completed, rather than from the date care commences. This means that when assessments are delayed—often due to awaiting information—income for the initial period of care is not recovered, creating a structural gap between service delivery and charge collection.

Proposed Change

Amend the charging policy so that charges are applied from the date care begins, subject to appropriate safeguards for residents who experience genuine difficulty providing required information.

This approach would:

- Align the council with common practice across other local authorities
 - Ensure equity between residents whose assessments are completed at different times
 - Recover the full cost of care where appropriate and the reduce the financial risk posed by delaying cost recovery
- Make it clear from the outset to residents whether they need to make a contribution to their care
- Improve predictability and accuracy of income forecasts.

Part B: Optimise the End-to-End financial Assessment Process

Actions include:

Reviewing and refining the assessment journey to remove duplication and clarify handovers.

Strengthening coordination between financial assessment, charging, and debt recovery functions.

Introducing clear service standards and dashboards to track performance and quality.

Increasing workforce capacity by investing in 3 additional FTEs within the financial assessment team to increase throughput, enable proactive follow-up, and provide resilience during process change. This additional capacity will ensure assessments are completed promptly and accurately, reducing delays in billing and improving overall income flow.

Proactive Income Management - Strengthening early contact protocols to prevent arrears data sharing between ASC and corporate finance to identify and addressing risks earlier.

Key Actions

Optimise the End-to-End Process

- Review and refine the assessment journey to remove duplication and clarify handovers.
- Strengthen coordination between financial assessment, charging, and debt recovery functions.
- Introduce clear service standards and dashboards to track performance and quality.

Increase Workforce Capacity

- Invest in 3 additional FTEs within the financial assessment team to increase output, enable proactive follow-up, and provide resilience during process change.
- This additional capacity will ensure assessments are completed promptly and accurately, reducing delays in billing and improving overall income flow.

Proactive Income Management

- Strengthen early contact protocols to prevent arrears
- Improve data sharing between ASC and corporate finance to identify and address risks earlier

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs.

The summary information will automatically populate the tables below.

Revenue Impacts	2026/27	2027/28	2028/29	2029/30	2030/31	Total
<i>All figures shown on an incremental basis</i>	£000s	£000s	£000s	£000	£000	£000s
New net additional savings (shown as negative)	(909)	0	0	0	0	(909)

Initial One-Off Investment Capital Costs	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£000s	£000s	£000s	£000	£000	£000s
Total	-	-	-	-	-	-

Is this a change in Council policy (Y/N)	Yes
Does it require a Member decision in addition to the	Yes

Add in FTE (post) number changes by year (both additions and deletions)	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£000s	£000s	£000s	£000	£000	FTEs
Nos (FTEs)	3					3

Interdependencies

Is there a Digital interdependency?	No	Details	
Is there a Property interdependency?	No	Details	
Is there a Procurement interdependency?	No	Details	
Are there any other interdependencies?	No	Details	
Are there any other interdependencies?	Yes	Details	The successful implementation of the Adult Social Care Charging Policy Review is heavily reliant on several non-technical interdependencies, particularly in the areas of legal compliance, stakeholder engagement, and data analysis.

Link to Capital Programme

Does this saving link to a scheme delivered within the	No	Details	
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Indicative timescale for implementation

Est. start date for consultation if relevant DD/MM/YY	10/01/2026	Est. completion date for implementation DD/MM/YY	TBC
Is there an opportunity for implementation before April 2026?	Consultation required before March if we were to implement early.		

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Has the EqlA Screening Tool been completed for this proposal?			
EqlA Screening Tool			
What mitigations will be taken to minimise negative equality impacts (if relevant)?			
Is a full EqlA required?		Yes	
Full EqlAs to be undertaken at Stage 2			

Saving Proposal

Business Planning / MTFs Proposal
2026-2031

Appendix 2b.1

Title of Proposal:	Reduction in contracts in Floating Support Contract		
Directorate	Adults, Health & Communities	Responsible	Jahedur Rahman/Maddie Watkins
Cabinet Member	Sarah Williams	Scrutiny Committee	Adults & Health Scrutiny Panel
Affected Service:	Adults, Health & Communities	Contact / Lead Officer:	Zahra Maye

Value of the budget impacted	£734,400 (257K saving proposal) New value 477k
Type of Saving	Service Reduction

Floating support services provide targeted, person-centred housing-related support to vulnerable residents. The service delivers advice and guidance, tenancy sustainment, income maximisation, support with benefits, and signposting to relevant statutory and community services. The proposal is to deliver a 35% reduction in contract value, which will result in:

- The service will be prioritising those with the most complex needs or at the highest risk of tenancy breakdown.
 - Refocusing of service model: focus on crisis intervention and short-term intensive support.
 - This may result in a reduction in staffing levels but this will be aimed to be achieved through natural turnover (vacancy management) and by working with providers to align delivery with revised funding.
 - Contract renegotiation with providers: engaged to identify efficiencies, redesign delivery pathways, and revise performance expectations to meet revised funding levels.
- Future recommissioning from 2027: The revised model and funding envelope will inform the new service specification and procurement approach for contracts commencing in 2027.

Financial Benefits Summary

Please complete sheet "Financial Benefits Detail" outlining indicative financial benefits information plus any **initial one-off** investment costs. The summary information will automatically populate the tables below.

Revenue Impacts <i>All figures shown on an incremental basis</i>	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
New net additional savings (shown as negative)	(257)	0	0	0	0	(257)

Initial One-Off Investment Capital Costs	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total £000s
Total	-	-	-	-	-	-

Is this a change in Council policy (Y/N)	Yes
Does it require a Member decision in addition to	Yes

Add in FTE (post) number changes by year (both additions and deletions)	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000	2030/31 £000	Total FTEs
Nos (FTEs)						-

Interdependencies

Is there a Digital interdependency?	No	Details	
Is there a Property interdependency?	No	Details	
Is there a Procurement interdependency?	Yes	Details	contract variation
Are there any other interdependencies?	No	Details	
Are there any other interdependencies?	No	Details	

Link to Capital Programme

Does this saving link to a scheme delivered within the capital programme?	No	Details	
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Indicative timescale for implementation

	01/07/2025	
Est. start date for consultation if relevant DD/MM/YY		Est. completion date for implementation DD/MM/YY
Is there an opportunity for implementation before April	No, contract is currently undergoing a variation to reduce it by 20%.	

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
May increase demand on statutory services	M	L	Implement a robust triage and prioritisation framework to focus limited floating support on highest-risk individuals; coordinate with statutory teams to identify priority cohorts
Tenancy breakdown and increased homelessness	H	M	Develop clear referral criteria prioritising tenancy sustainment; work closely with housing and homelessness teams to manage risk
Reduced capacity to deliver income maximisation support	H	M	link to borough-wide financial inclusion and welfare advice services
Reputational risk to the Council	H	L	Communicate transparently about the rationale and unavoidable financial context; emphasise prioritisation of those in highest need.
Has the EqlA Screening Tool been completed for this proposal?			
EqlA Screening Tool			Yes
What mitigations will be taken to minimise negative equality impacts (if relevant)?			Prioritisation system focused on need
Is a full EqlA required?			Yes
Full EqlAs to be undertaken at Stage 2			

Is this a Growth or Invest to Save?	Invest to Save		
Short Description (this will be published in the budget)	Incentive payments to increase and retain LBH PSL stock for use as Temporary Accommodation		
Directorate	Adults, Housing & Health	Responsible Corporate	Sara Sutton / Jahed Rahman
Affected Service:	Housing Demand	Contact / Lead:	Maddie Watkins

Since 2008 the council has seen a steady decline in the number of landlords providing private sector leasing (PSL) properties for use as temporary accommodation (TA). This is due to a combination of factors. The most significant of which is the continued rise in market rents. Across London, since September 2024, rents have risen by over 10%. The council is unable to compete with the rates of rent increases, making it harder to secure or retain PSL properties. We are also seeing increased competition from the private rental sector as well as other boroughs. We have lost landlords/properties to agents who offer landlords night-paid rates or other boroughs who offer higher rent or incentives.

Another contributing factor to the reduction in PSL property numbers is funding, as the level of TA Subsidy (the amount of Housing Benefit that the council can claim for residents who are placed into PSL accommodation). This has been set at 90% of 2011's local housing allowance levels. Landlords who let their properties as PSL will ordinarily have leases of approximately three years. When these leases expire, landlords request rent increases which the council cannot offer resulting in landlords requesting the return of their property as they can achieve higher returns letting elsewhere.

On average each PSL property currently procured by the council costs around £70 per night less than commercial hotel accommodation. It is important to note that this is a simple average across all property sizes and locations, and individual comparisons may give figures more or less than this figure.

This proposal is for landlords to be offered a one-off incentive at the start of the lease for a 3-year or 5-year lease respectively at a higher level than currently paid. This would cost approximately £1.5m per year on the basis that 50% agree to a 3 year lease and 50% agree to a 5 year lease. There would, however, be a net benefit through avoided costs for nightly paid and B&B accommodation.

As an invest-to-save case, this proposal effectively corresponds to a pilot for PSL renewals and new leases in 2026/27 (estimated as approximately 112 properties in total). If the projected cost avoidance is realised, then it is foreseen that this may translate into a future Budget growth bid in 2026/27 or 2027/28 to offer incentives to retain the remaining PSL properties but delivers costs avoidance in future years.

Note that a number of savings and cost avoidance measures are already included in the budget assumptions for 25/26 and beyond. The impacts of these have deliberately not been included in the modelling presented here to avoid double counting. The baseline case assumes that no new PSLs will be procured, whereas with incentives it is projected that there will be a net increase of 5% annually, equating to around 30 new properties each year.

Invest to Save Drivers	2026/27	2027/28	2028/29	2029/30	2030/31	Total
<i>LAC number increases (Example for illustrative purposes only)</i>						
Decreasing baseline number of PSL properties leased to Haringey to use as TA	336	286	243	207		
Projected increase of PSL properties leased to Haringey with use of Incentives	380	323	275	234		

Summary

Additional Budget Required	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Financial Impacts						£000s
<i>Increase in placement costs (LAC) - Example for illustrative purposes only</i>						
Payment of incentives to landlords to retain existing private sector leased properties	952					952
Savings - (assume a £9m growth in 26/27)	(593)	(542)	(512)	(490)		(2,137)
Total	359	(542)	(512)	(490)		(1,185)

Is this a change in Council policy (Y/N)		No
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Add in FTE (post) number changes by year (both additions and deletions)	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Nos (FTEs)	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
	-	-	-	-	-	-

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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?

Adults and Health Scrutiny Panel

Work Plan 2025 - 26

30th June 2025	• Adult Carers Strategy • Finance & Performance update (Q3) • Cabinet Member Questions – Adults & Health
22nd September 2025	• Finance & Performance update (Q1) • Connected Communities • Joint Partnerships Board review
13th November 2025	• Scrutiny of 2026/27 Budget and MTFS
16th December 2025	• Haringey Safeguarding Adults Board (HSAB) Annual Report • Local Government & Social Care Ombudsman • Community Healthcare Equipment suppliers
9th February 2026	• Finance/performance update • Quality Assurance/CQC Overview • <i>Dementia update (provisional) (last update in Sep 2024)</i> • <i>Health and Wellbeing Strategy update (provisional) (last update in July 2024)</i> • <i>Adult Social Care Commissioning and Co-production Board (provisional) (last update in Nov 2023)</i>

Possible additional items

Issues arising from scrutiny consultation exercise:

- **Communications with residents**
- **Impact of Housing Conditions on Health and Wellbeing**
- **Autism Strategy 2021-2031**

Issues arising from previous work programme or follow up from current work programme:

- **Maternity Services** (North Middlesex University Hospital)
- **CQC Inspection** – Last update provided in March 2025. Several points specified for follow up, see minutes of meeting.
- **Aids & Adaptations** - Last update provided in March 2025. Several points specified for follow up, see minutes of meeting.
- **Aids & Adaptations** (Housing) – Possible joint meeting with Housing Panel on aids & adaptations and the bespoke housing programme.
- **Self-neglect and hoarding** – The Council's policy on self-neglect and hoarding is due to be refreshed in 2025.
- **Weight Management** – Panel to consider receiving information/data on performance on weight management initiatives.
- **Adult social care: New ways of working** - Panel to consider receiving more information about this in 2025/26 e.g. Invest-to-save, recruitment/retention, digital transformation, assistive technology, multidisciplinary working around adults, housing and health.
- **Care homes** - Panel to monitor shortage of care home places in Haringey and ongoing pressure on the sector.
- **Leisure Services** – While this is not directly under the remit of the Panel, it was suggested that there could be some joint scrutiny work on how the AHC Department could have an input into the promotion of leisure services to improve health and wellbeing.
- **Budget** – Some detailed work on what proportion of proposed savings from previous years were actually achieved and how they have been mitigated, including through the use of reserves.
- **Osborne Grove Nursing Home**
- **Health & Wellbeing Strategy** – Last update provided in July 2024. Next update suggested for late 2025/early 2026. A number of recommendations for issues to be included in the next update was specified in July 2024.
- **Gambling harms**
- **Dementia services** – Last update provided in September 2024. Next update suggested for summer 2025. A number of recommendations for issues to be included in the next update was specified in September 2024.

- **Smoke-free Strategy** - Last update provided in September 2024. Further update suggested for 2025/26 on work in schools on vaping, PSHE education and links with mental health teams.
- **Continuing Healthcare** – Last update provided in July 2024.
- **Modern Slavery** (including training for Police)
- **LGA Peer Review** – Further update to be scheduled. Previous update was in June 2023. Strategic plan is expected to be in place by Jan 2024.
- **Workforce reform agenda** – Further update to be scheduled. Previous update was in June 2023. At the previous update it was noted that the 30% vacancy rate in Adult Social Care represented a risk and so it would be useful to monitor staff turnover and the vacancy rate at the next update on this issue.
- **Integrated Care System (ICS)** – At a meeting in July 2022 it was suggested that a further report be brought to a future meeting including details on: a) the development of the co-design/co-production process; and b) the communications/engagement process for the next suitable new project.

Issues arising from savings tracker:

- **Direct Payments** – Panel to consider further scrutiny on how information about Direct Payments was being communicated to residents.
- **Grant Review (BCF-S75)** – Pressures on both sides and the potential impact on joint commissioning to be noted as an ongoing risk.
- **Supported Living Review** – Panel to monitor review and ensure that support levels for clients were being maintained as the savings were being achieved.

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Adults & Health Scrutiny Panel

Communications with Residents (Adult Social Care) – Draft Scope and Terms of Reference (2025/26)

Rationale	One of the eight themes of the Council’s Corporate Delivery Plan 2024-26 is ‘Resident experience and enabling success’ which refers to <i>“building mutual trust and confidence through positive interactions with residents”</i> and states that the theme is focused on <i>“how we will ensure residents have an excellent experience when accessing our services and how we will develop inclusive participation, where residents have genuine opportunities to have a say in decisions that affect them”</i>. Another theme of the Corporate Delivery Plan is ‘Adults, health and welfare’ which states that <i>“Our goal is to create a community where every adult feels valued, supported and empowered to reach their full potential. Critical to this is taking an equitable approach, working hard to understand barriers and striving to address inequalities of access, experience and outcome.”</i> Activities specified within this theme include: • Implement the Localities Programme, including projects that support the integration of health and social care, to deliver the right support at the right time to targeted residents and reduce the impact of health inequalities. • Developing online resources to ensure information about localities is accessible to all. • Services will be redesigned to deliver localities model to improve connections and understanding with the local community, designed with resident participation and incorporating Assistive Technology. At the Scrutiny Café consultation event in September 2024, the issue of communications with residents emerged as the top priority from the residents and voluntary group representatives in attendance. Examples of some specific feedback included: • When residents had issues, the communications back from the Council were not always prompt or clear. Residents did not always know what was happening and did not feel that they were part of decisions. • Residents needed to have confidence that the Council would always come back to them and respond to their concerns/queries/requests otherwise they became frustrated. A lack of communications could contribute to depression, anxiety, stress, and feelings of powerlessness from not being responded to.
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	- Scrutiny should examine the demand for services compared to the supply of staff. A small team of staff could be taking a large number of calls from residents on a daily basis, which inevitably led to delays in responses to residents. Statistics on this should be gathered by Scrutiny and shared with the public. The Panel has previously scrutinised the standard of communications with residents specifically in relation to equipment and adaptations in people's homes, following which a number of recommendations for change have been implemented. Councillors report that difficulties experienced in contacting the Council is one of the most frequent areas of concern highlighted to them by residents. This needs to be considered within the current context of ongoing reductions to the Council's budget and resources. Given the ongoing shift to a wider range of digital communications channels across the Council, Panel Members have also specified that the Review should also include an examination of: - Digital communications and inclusion; - The accessibility of information on the Council website; - Improvements to the Haricare resource. The Panel will seek to consider evidence from a broad range of witnesses and to develop recommendations to Cabinet on possible improvements in communications with residents in Haringey.
Scrutiny Membership	The Members of the Adults and Health Scrutiny Panel that will carry out this review are: Councillors: Pippa Connor (Chair), Cathy Brennan, Thayahlan Iyngkaran, Mary Mason, Sean O'Donovan, Felicia Opoku & Sheila Peacock. Co-opted members: Helena Kania.
Terms of reference	The aims of this project are: To review the current arrangements for communications between residents and Adult Social Care services including: - The experience of residents when they contact the Council regarding Adult Social Care services, including response times, acknowledgement of enquiries and the rate of satisfactory resolution of issues. - How the Council proactively updates residents about the status of their case, including with regards to assessments, safeguarding follow up and in circumstances where delays are anticipated.

	• How residents access the 'front door' to services, whether that is through the Council's main communications channels or the locality team for their area. • The accessibility of information about adult care and support services on the Council website and the online Haricare directory.
Links to the Corporate Delivery Plan	Theme: Adults, Health & Welfare Outcome Areas – • Residents connected with the right support at the right time in their neighbourhoods • Vulnerable adults are supported and thriving Theme: Resident Experience & Enabling Success Outcome Areas – • Excellent resident experience • Opportunities for residents to participate in decision-making
Evidence Sources/Witnesses	The Panel will speak to senior officers within the Adults, Housing & Health Department, other relevant services within the Council such as Digital Services. Local organisations that represent service users will be invited to take part in the review and to submit evidence, including the Joint Partnership Board and Disability Action Haringey. Local health partners may also be consulted.
Equalities Implications	The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: (1) Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act; (2) Advance equality of opportunity between people who share those protected characteristics and people who do not; (3) Foster good relations between people who share those characteristics and people who do not. 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. In addition, marriage and civil partnership status applies to the first part of the duty. The Panel should ensure that it addresses these duties by considering them during final scoping, evidence gathering and final reporting. 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 service 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.

Timescale	For completion by February 2026.
Reporting arrangements	The Corporate Director of Adults, Housing & Health will coordinate a response to Cabinet to the recommendations of the Committee's final report.
Officer Support	Lead officer: Dominic O'Brien, Principal Scrutiny Officer, 020 8489 5896, Dominic.Obrien@haringey.gov.uk