

NOTICE OF MEETING

CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL

**Tuesday, 18th November, 2025, 7.00 pm - George Meehan House,
294 High Rd, London N22 8JZ (watch the live meeting [here](#), watch
the recording [here](#))**

Councillors: Anna Lawton (Chair), Anna Abela, Marsha Isilar-Gosling, Mark Grosskopf, Kaushika Amin, Paton and George Dunstall

Co-optees/Non-Voting Members: Christine Cordon (North Harringay Primary School) (Co-Optee), Camilla Borwick-Fox (Ferry Lane School) (Co-Optee) and Amanda Bernard (Haringey SEND Parent Carer Forum)

Quorum: 3

1. FILMING AT MEETINGS

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The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE

To note any apologies for absence.

3. ITEMS OF URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with as noted below).

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

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

6. MINUTES (PAGES 1 - 8)

To approve the minutes of the previous meeting.

7. SCRUTINY OF THE 2026/27 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2026/2031 (PAGES 9 - 78)

To receive and make recommendations on the 2026/27 Draft Budget and Medium Term Financial Strategy 2026/2031.

8. HARINGEY SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT 2024-2025 (PAGES 79 - 122)

To note the Haringey Safeguarding Children Partnership Annual Report 2024-25.

9. WORK PROGRAMME UPDATE (PAGES 123 - 126)

To note the work programme.

10. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 3 above.

11. DATES OF FUTURE MEETINGS

15th January

26th February

Philip Slawther, Principal Scrutiny Officer

Tel – 020 8489 2951

Email: philip.slawther2@haringey.gov.uk

Fiona Alderman

Director of Legal & Governance (Monitoring Officer)

George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 10 November 2025

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**MINUTES OF THE MEETING Children and Young People's Scrutiny Panel
HELD ON Tuesday, 9th September, 2025, 19:00**

PRESENT:

Councillors: Anna Lawton (Chair), Mark Grosskopf & George Dunstall.

ALSO ATTENDING: Christine Cordon (Co-Optee) and Camilla Borwick-Fox (Co-Optee)

15. 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'.

16. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Abela and Cllr Amin.

17. ITEMS OF URGENT BUSINESS

There were no items of Urgent Business. The Panel agreed to vary the order of the agenda so that Item 9 on the published agenda would be taken as the first substantive item (Item 7). The minutes reflect the order the items were discussed rather the order on the published agenda

18. DECLARATIONS OF INTEREST

There were no declarations of interest.

19. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

20. MINUTES

RESOLVED

That the minutes of the meeting on 14th July were agreed as a correct record.

21. HARINGEY YOUTH STRATEGY 2025-2030 ACTION PLAN

The Panel considered a report on Haringey's Youth Strategy 2025-2030, which sought their views on the launch of the strategy and the associated plan for implementation. The report was introduced by Jackie Difolco, Director: Early Help and Prevention as

set out in the agenda pack at pages 7 – 62. The Cabinet Member for Children, Schools and families was present for this agenda item, along with the Director for Children's Services. As part of the introduction to Youth Strategy, Natasha Williams, Youth Voice and Participation Coordinator introduced a number of young people who supported the development of the Youth Strategy. The Young People spoke to the Panel about their experiences of engaging with their peers on the strategy. The young people were introduced to the Panel: Maximilian Malcom Gray; Jeremiah Kofi Boahene-Boakye; Selina Ait Mokhtar; and Yasin Dogar. The following was noted in summary of their comments:

- Jeremiah commented that there was a lot of young people in the borough who had unique talents, including in the arts. In areas such as: music, drama, dance, theatre, fashion. It was important, therefore, that young people were encouraged to find their talents, particularly as these could often be overlooked without a forum for expressing them. It was suggested that the London Borough of Culture was a way for people to come together and for them to develop their talents in a safe space. It was suggested that young people thought differently to adults and that finding further opportunities for the Council to engage with the voice of children was encouraged.
- Max emphasised the importance of education and tutoring support, through programmes such as Get your Grades. Max commented that these services were not evenly located across the borough and that accessing the Rising Green youth centre was a 30-40 minute journey each way from the west of the borough. It was suggested that there should be an expansion of the Get Your Grades up programme across the borough, in order that they influence more people. Max commented that a lack of youth provision could be a causal factor in young people becoming involved in crime. Max recounted his recent experience of being mugged at knifepoint and suggested that a number of his peer group has experienced something similar. In relation to Recommendation 6, the number of youth services in Haringey, at 110, was welcomed. It was commented that the number of people attending Rising Green was around 90 but that there were around 1075 pupils attending Fortismere alone. It was suggested that more needed to be done to publicise these services, especially through social media.
- Yasin commented that in relation to Recommendation 6 on engagement, Haringey had done some good work like Rising Green, but it was commented that this tended to happen in smaller groups. Haringey should be finding ways to spread awareness. The need to build relationships was highlighted as a key factor going forward. Yasin also suggested that Haringey needed to find ways to empower young people, including through more co-production and giving young people leading roles in the development of youth services.
- Selina praised the youth participation work in Haringey and commented that being involved in it had a positive impact on her confidence. It was commented that there was a lack of activities in the Bounds Green area for SEND individuals. It was also suggested that there needed to be more training and education on neuro diversity for both young people and adults in the borough. The positive impact of having young people in a room with people who made decisions in Haringey was emphasised and further opportunities to develop co-production with young people were encouraged.
- The Chair thanked the young people for coming along and speaking to the panel about their personal experiences.

The following arose during the discussion of this item:

- a. The Panel queried whether there was any benchmarking undertaken in this area against other boroughs, for instance in relation to the self-assessment forms. Officers responded that the National Youth Agency were collecting data and were planning to publish this, but at the minute there was only six-months data available. It was commented that there was no pan-London forum for youth services, but that the service did interact with other boroughs on good practice and possible areas of joint delivery.
- b. In light of the challenging funding environment faced by the VCS sector, the Panel enquired what capacity building work was being done to support the VCS. In response, officers acknowledged that the VCS sector was generally in a difficult budgetary position. The Council were able to offer buildings to VCS partners at a low cost in return for delivering services. Officers also set out that there was small grants locality fund, of up to £3k for application, to enable some capacity building for smaller organisations. It was also noted that there was a Haringey capacity building network in place with VCS providers, which looked at joint delivery and supporting joint funding applications.
- c. The Panel noted that 40% of services were free to access, it was queried whether there was any further information about the cost of the rest of the services and whether they were a nominal fee. In response, officers advised that the costs varied from nominal contributions to £15 per hour for some sporting activities. It was also commented that in relation to sporting activities there were also costs for young people in some cases with buying the relevant sporting equipment.
- d. The Panel questioned the extent to which promoting services to residents was hampered by concerns that they may be overrun. In response, officers commented that it was more do with not understanding how to properly utilise social media. The Cabinet Member used the example of the Summer Programme and, in particular, the £1 Swim offer for school children during the summer holidays at either Park Lane or Tottenham Green. It was suggested that there was a need to target better communications activity to advertise these services.
- e. The Panel questioned to what extent the service involved the voice of young people in commissioning. In response, officers advised that the service spoke to its young people often, they undertook surveys and they used case studies to learn good practice. The holiday activity fun programme was highlighted by way of an example. This was a £900k programme and the service made sure it was learning from outcomes all the time.
- f. A co-opted member of the Panel welcomed the contribution of the young people to the discussion and the fact that they had brought the voice and experiences of young people. It was commented that communicating with young people in a way that was accessible was crucial, especially given the prevalence of social media in 2025. It was queried what could be done to improve the service's social media communications. In response, officers reiterated that there was a gap and that they were keen to understand how to improve. Officers agreed to take forward the Cabinet Member's earlier suggestion about creating a small working group with young people to look at how improvements could be made in communications.

- g. In response to a query about location of services, officers acknowledged that around 50% were located in the east and 15% in the west. Officers commented that they were looking to develop a local Haringey youth network in order to ensure a consistent model of delivery across the borough. Officers commented that location of services and improving communications were two key objectives under the five-year strategy.
- h. The Cabinet Member stated that she would set up a meeting with Natasha and members of the youth council to discuss some of the points raised during the meeting, as well as discussing how libraries could be made more relevant spaces. **(Action: Natasha Williams)**.
- i. The Corporate Director advised that she would pick up the robbery incident outside of the meeting and speak to the police and the youth justice board to see what could be done to improve safety in that location.
- j. In relation to the concentration of services, the Chair queried whether there was any more detail about the services in terms of how many hours a week they were open, as this would be illustrative in understanding the level of disproportionality. In response, officers commented that there was a hyperlink in the document that brought up a map showing the location of each of the projects and the opening hours. The Director of Early Help, Prevention and SEND agreed to circulate a more accessible version of the map and the directory to the Panel. **(Action Jackie Difolco)**.
- k. The Panel commented that it would be good to see highlights of what was happening in the borough for young people on social media. In response, officers acknowledged the comments that had been made on social media as part of this item and noted that they would be setting up a task and finish group with colleagues in the communications team.

RESOLVED

- I. That members of the Panel noted the contents of this report and directed any comments or observations to the Director for Early Help, Prevention and SEND.
- II. That the Panel agreed to receiving an annual progress report on the Haringey Youth Strategy.

22. 2025/26 FINANCE UPDATE Q1

The Panel received the Q1 2025/26 Budget Monitoring report, which was due to be considered by Cabinet on 16 September. The report was introduced by the Corporate Director of Children's Services by exception, who gave an overview of the overall budget position in Children's Services and highlighted any significant areas of overspend, as set out in the second agenda pack at pages 1-144. Neil Sinclair, Head of Finance was also present for this item. In summary, the Director highlighted the following:

- a. The service was projecting a £4m overspend on a budget of £77.43M. The reasons for this were attributed to three key areas. The first was non-delivery of savings relating to digitalisation. This equated to 40k last year and £750k for this year and last year. The Corporate Director advised that the service was

- continuing to work with Digital Services to identify areas that could be made more cost effective through digitalisation.
- b. The second area of budget pressure was around non-delivery in full of the organisation wide 5% staffing savings. The service had achieved £530k of the £2.18m over two years. The Corporate Director advised that she had worked on getting the service to the right size for eight years and that it was currently at the lowest levels of agency staffing it had been. It was also noted that the service was ahead of target for reducing its overall headcount.
 - c. The third area contributing to the forecast pressure was the allocation of the social care prevention grant (£1.43m) in the budget process to offset placement pressures. The grant is ring fenced for implementing social care reforms which was not known at the time. It is currently being forecast as a pressure until the full financial implications of the reform are known.
 - d. The Panel commented that it was not always clear when cost savings were put in the budget as to how they would be achieved. In response it was acknowledged that this was a discussion better suited to the budget scrutiny process.
 - e. The Panel queried what didn't happen in regard to digital savings that meant that the savings wasn't achieved. In response, the Corporate Director advised that each directorate was apportioned a part of a wider savings target to be realised. The Director commented that achieving savings through digital change might be easier to achieve in some services than it is in Children's, given the people-focused nature of the work. Some savings had been made but the full savings target had not been met.
 - f. The Panel requested further information in relation to the closing of schools and whether there was a more comprehensive breakdown that could be provided that set out what the closure of a school looked like in terms of financial costs from redundancy etc, but also the costs associated with having a building that was no longer in use. In response, the Corporate Director commented that every school as unique and that every school had a different set of circumstances. It was commented that there was also a set of statutory processes that had to be gone through when closing a school. The Head of Finance advised that a more detailed breakdown on this would be provided as part of the Q2 report to the Panel. **(Action: Neil Sinclair).**
 - g. A co-opted Member of the Panel raised concerns about the closure of Pendarren House. In response, the Cabinet Member advised that there were no plans to close Pendarren and that the saving in question was a relatively small saving of £25k which related to generating more commercial income from the site. The Panel was given assurances that a lot of capital funding was being spent on Pendarren and that this was about generating additional income. The Cabinet Member commented that Pendarren was very popular amongst Councillors as well parents and school children.

RESOLVED

Noted

23. CORPORATE DELIVERY PLAN Q1 2025/26 PERFORMANCE UPDATE

The Panel received the Q1 2024-26 Corporate Delivery Plan Performance Update, which was due to be considered by Cabinet on 16 September. The report was introduced by the Corporate Director of Children's Services by exception, who gave an overview of any areas of significant underperformance, as set out in the second agenda pack at pages 145-203. Richard Hutton, Performance Manager was also present for this item.

In summary, the Director highlighted that the Only indicator with an overall Red RAG rating was the rate of first time entrants into the youth justice system per 100k population. It was noted that the latest figure was 277 per 100k children in the borough and that this represented a 14% increase. The service would be undertaking a deep dive of the first time entrants cohort to better understand the increase. The Corporate Director commented that the Youth Justice Plan was an item on the agenda later in this meeting.

RESOLVED

Noted.

24. HARINGEY YOUTH JUSTICE PLAN 2024-2027 - YEAR 1 REVIEW

The Panel received a report which provided an annual review of the statutory Youth Justice Plan for 2024-2027 which provided insight into the key strategic priorities, progress and activities undertaken over the past year. The report was introduced by Jackie Difolco, Director Early Help, Prevention and SEND, as set out in the agenda pack at pages 63-112. The Corporate Director of Children's Services was present for this agenda item, along with Cllr Brabazon, Cabinet Member for Children, Schools and Families. The following arose during the discussion of the report:

- a. The Panel were advised that the Council received its first single inspection of the Youth Justice Service for 11 years in March 2025. The overall grade was good, with some outstanding features. As part of the inspection, there were six recommendations for improvement. The Panel were advised that these areas for improvement were incorporated as a feature of the latest version of the Youth Justice Plan.
- b. The Panel commented that to some extent, changes in the approach taken by the police could have an impact on performance in relation to some of the indicators in the Youth Justice Plan, and that this was largely out of our control. The Panel enquired about the extent to which the increase in first time entrants was linked to a change in approach by the Met, or something that was happening in the borough. In response, officers advised that they needed to do a deep dive into the data to get a better understanding. It was commented that the service worked closely with police colleagues who had a range of approaches at their disposal, depending on the severity of the offence. The service had set up an internal panel with Youth Justice and other partners including police to discuss intelligence on children at risk of offending, with the aim of bringing the Turnaround project to them so that the case didn't become a first time entrant into the criminal justice system.
- c. The Panel queried performance measures four and five, which related to children with emotional/mental health need and children with a substance

misuse need. The Panel questioned why the targets were set at 80% if performance was 65% and 46% respectively. In response, officers advised that the service wanted to be very ambitious for our children and that it was unlikely these targets would come down. In relation to substance misuse, the provider had seen a large turnaround of staff which may have contributed to performance. In relation to referrals to young people with emotional and mental health needs, staff were being encouraged to ensure that a referral to specialist services such as CAMHS was made.

RESOLVED

That the Panel noted the contents of the report and plan, and directed any comments and observations to the director of Early Help, Prevention and SEND.

25. CHILDREN'S SOCIAL CARE ANNUAL PERFORMANCE 2024/25

The Panel received the Children's Social Care Annual Performance Report for 2024/25. The report provided an analysis of the performance data and trends for measures relating to Children Looked After, Children on Child Protection Plans and Children in Need. The report was introduced by Dionne Thomas Director of Safeguarding & Social Care and Richard Hutton, Performance Manager as set out in the agenda pack at pages 113-140. The following arose in discussion of this report:

- a. The Panel sought clarification about the rate of Section 47 enquiries initiated per £100k and why Haringey's performance was not in line with its statistical neighbours. In response, officers advised that different local authorities made different decisions locally about when they would initiate a S47 enquiry. Haringey's performance in this area was ascribed to it making a local choice that exercising our safeguarding responsibilities was of paramount importance.
- b. In response to a follow up question, officers commented that to some extent this was about officers exercising their professional judgment. Officers clarified that Haringey had similar numbers of children on Child Protection Plans and a similar rate of referrals, but that varying performance in his area reflected at what point an individual child dropped out of the system. Some authorities had higher instances of Initial Child Protection Conferences and some had higher rates of S47 enquiries.
- c. The Panel sought clarification about the percentage of assessment completed in 45 working days and the extent to which a slight drop of in performance might be ascribed to a degree of complacency. In response, officers gave reassurance that there was no complacency in the team and that the service looked at performance in this area on a weekly basis. The Corporate Director advised that the service would always prioritise their capacity for seeing children and conducting the assessments. This could mean that paperwork needed to be caught up on later.
- d. The Panel queried what action had been taken in relation to the recommendations for improvement made in the Ofsted report. In response, officers advised that these areas for improvement had been taken very seriously and the service had in fact already began working to improve them prior to the Ofsted inspection in 2023. Ofsted conducted a focus visit in 2025 to test the effectiveness of the work done since 2023. Although it wasn't a graded

visit, officers advised that they received incredible feedback from Ofsted about the improvements made. Further work on each of these areas would continue.

RESOLVED

That the report was noted

26. WORK PROGRAMME UPDATE

RESOLVED

That the Panel noted the work programme.

27. NEW ITEMS OF URGENT BUSINESS

N/A

28. DATES OF FUTURE MEETINGS

- 18th November 2025
- 15th January 2026
- 26th February 2026

CHAIR: Councillor Anna Lawton

Signed by Chair

Date

Report for: Children & Young People Scrutiny Panel, 18th November 2025

Item number: 7

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: Philip Slawther, 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 Document 3 is the Children's Services appendices which provide more detail on specific savings proposals.

- 5.4 Documents 4, 5, 6 & 7 are not included in this pack as they are not directly relevant to the Panel.
- 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

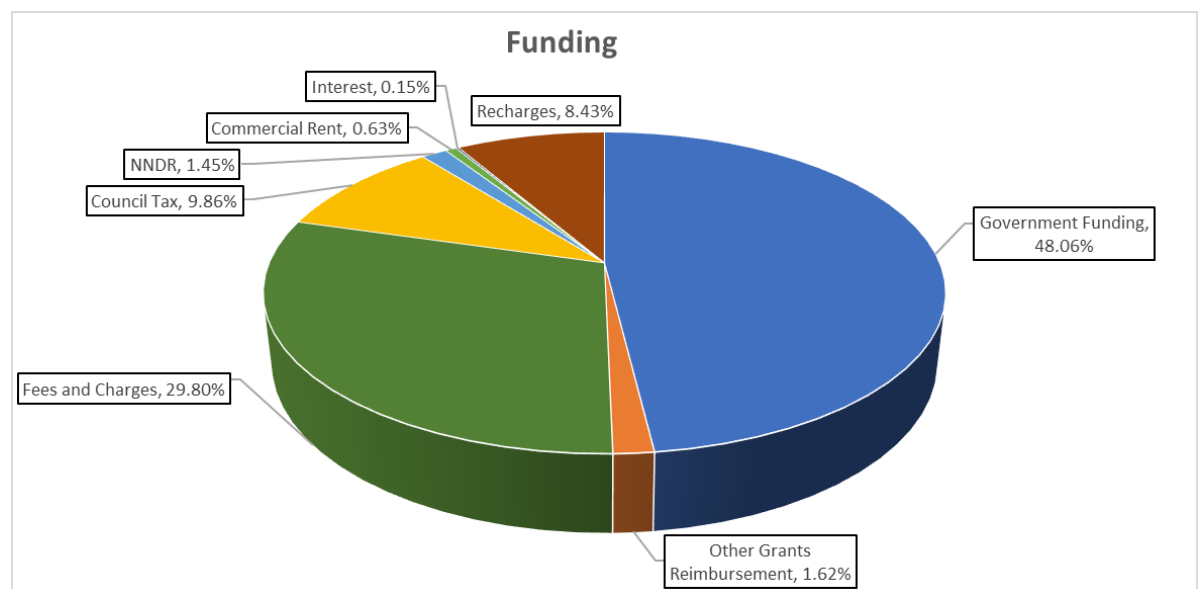
figures of the last 3 years and higher than the averages for London and statistical neighbours. One in five households have an active mortgage so may be impacted by the continuing high interest rates.

- 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

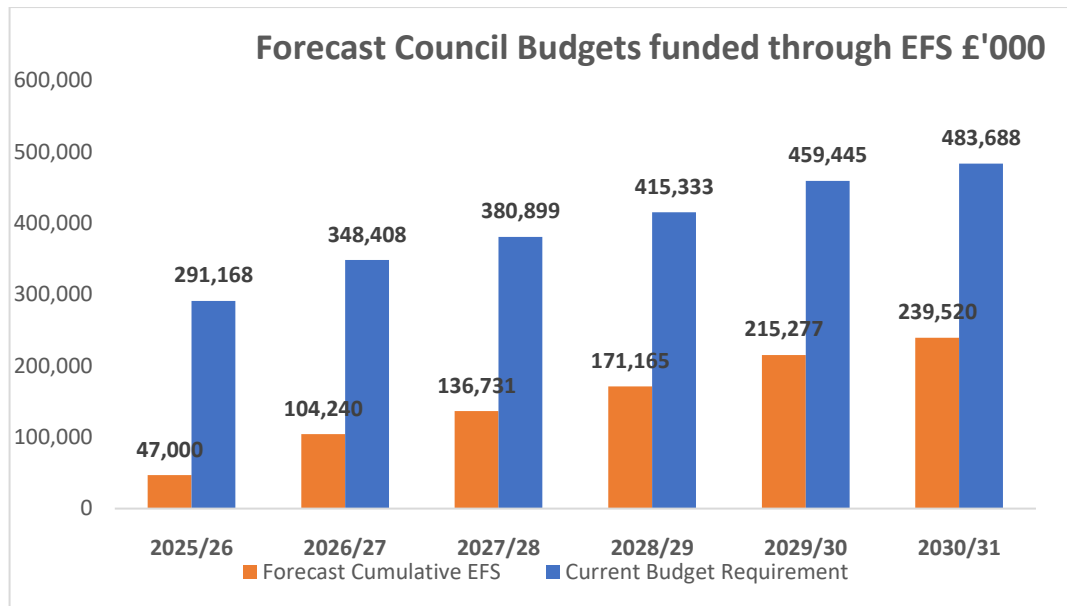
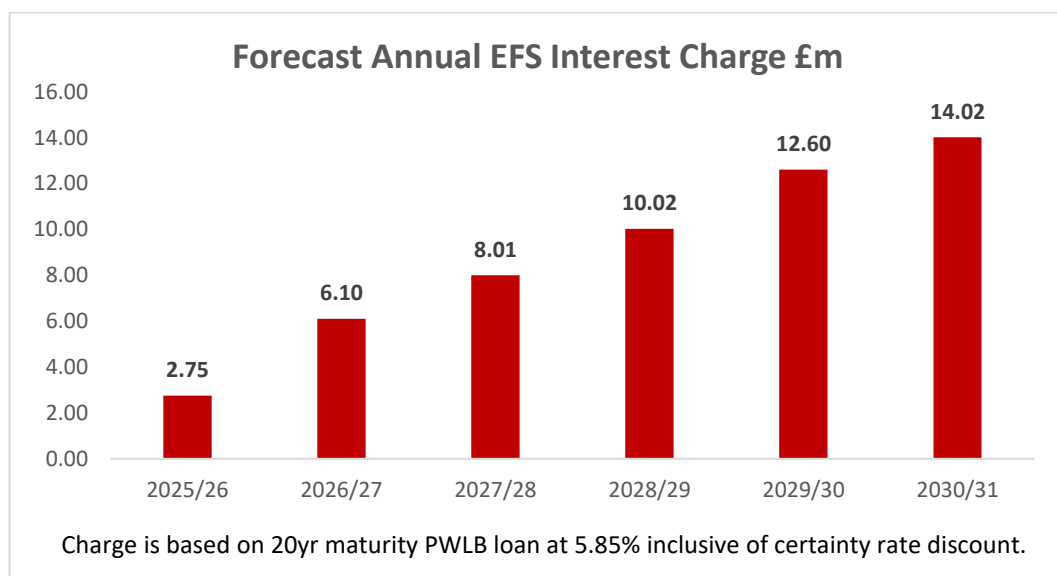


Chart 3 – Forecast Annual EFS Interest Charge



- 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 20027/28 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
2026-2031

Ref: Appendix 1a.1

Title of Proposal:	Final Savings Care Leavers Accommodation		
Directorate	Children's Services	Responsible Director:	Dionne Thomas
Cabinet Member	Zena Brabazon	Scrutiny Committee	Children & Young People Scrutiny Panel
Affected Service:	Children's Services	Contact / Lead Officer:	Emma Cummergen

Value of the budget	
Type of Saving	Efficiency

-11 in-house units for Haringey care leavers.
 -Wraparound support and life-skills training delivered by a commissioned provider.
 -Affordable rent set at London Affordable Rent (£206.87/week), fully covered by housing benefit.

Financial Impact and Savings

Capital investment: £35,000 (furnishing, repairs, meters, office setup).
 Cost avoidance: £21,545 per placement annually.
 Total savings: Up to £267,944 assuming 80% occupancy.

Delivery Plan

Secure capital and refurbish flats.
 Match eligible care leavers through the Young Adults Service (YAS).
 Recruit staff or procure a single provider for support services.

Additional Benefits

Centralised support improves outcomes and stability.
 Reduces reliance on costly, fragmented external placements.
 Supports smoother transitions to independence, with Band A housing priority post-placement.
 Potential to expand into shared accommodation for post-training progression.

This "invest to save" model aligns with statutory duties to support care leavers and offers a sustainable, local solution to rising supported accommodation costs.

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" 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	(237)	(31)	0	0	0	(268)

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	Will be part of overall procurement to current providers if this option is pursued
Are there any other interdependencies?	Yes	Details	Refer to risks highlighted below.

Link to Capital Programme

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

	n/a		28/02/2026
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			

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
Affordability for young people	H	L	
Cost of provision of support -			
Ability to move young people into permanent	M	M	

Has the EqIA Screening Tool been completed for this proposal?	No
EqIA Screening Tool	
What mitigations will be taken to minimise negative equality impacts (if relevant)?	TBC once EQIA is completed
Is a full EqIA required?	

Saving Proposal

Business Planning / MTFS Proposal
2026-2031

Ref: Appendix 1a.2

Title of Proposal:	Introducing specialist foster carer allowances to attract more foster carers		
Directorate	Children's Services	Responsible	Dionne Thomas
Cabinet Member	Zena Brabazon	Scrutiny Committee	Children & Young People Scrutiny Panel
Affected Service:	Children's Services	Contact / Lead Officer:	Sandy Bansil

Value of the budget	
Type of Saving	Efficiency

This proposal is to introduce a structured, transparent, and equitable payment model for specialist foster carers within Haringey, aligned with the existing task-centred tier system, and supported by enhanced training and development opportunities.

Tier 1 – Enhanced SupportFor children with moderate emotional or behavioural needs.Requires consistent routines, some therapeutic input, and educational support.(£700 – £850)

Tier 2 – Intensive SupportFor children with significant trauma, attachment issues, or mild disabilities.Requires therapeutic parenting, regular multi-agency involvement, and tailored care plans.(£900 – £1,100)

Tier 3 – Complex NeedsFor children with high-level emotional, behavioural, or physical needs.Requires specialist training, 24/7 supervision, and intensive therapeutic support. Parent and child placements(£1,200 – £1,300)

The payment model is recommending that specialist carers receive between £700 and £1,300 per week, depending on the assessed needs of the child based on an agreed tier system which could be heard at Resource panel for payments over £1,000. This tiered approach ensures that payments are aligned with the complexity of care required, while also incentivising carers to develop the skills and capacity to support children with higher needs. This model aims to build a more resilient, skilled, and locally rooted fostering service that prioritises both carer wellbeing and child-centred outcomes.

Live Example of Cost Savings: Transfer from IFA to In-House Provision

In 2024, two foster carers chose to transfer from an Independent Fostering Agency (IFA) to our in-house fostering service. This transition resulted in significant cost savings for the local authority, while also ensuring continuity of care for the child.

Prior to the transfer, the weekly placement cost was £1,318.40, amounting to an annual cost of £68,556.80. Of this, the foster carers were receiving only £550 per week. Following the transfer to in-house provision, the weekly cost to for the care of this child with complex needs reduced to £700, resulting in an annual cost of £36,400.

This represents a weekly saving of £618.40 and an annual saving of £32,156.80—demonstrating the financial efficiency of investing in and retaining in-house foster carers. For the purposes of this business case the proposal is assuming £20K per saving per child per year and it is estimated that we could attract an additional 9 new foster carers over the next three years.

Financial Benefits Summary

Please complete sheet "Financial BenefitsDetail" 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				0	0	(180)
	(90)	(70)	(20)			
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 the budget report? (Y/N)	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	
Are there any other interdependencies?	Yes	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

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 2026? Y/N ; any constraints?			

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	No
What mitigations will be taken to minimise negative equality impacts (if relevant)?	TBC once EQIA is completed
Is a full EqlA required? Full EqlAs to be undertaken at Stage 2	

New Capital Project

Project Name request	School Estate Condition Surveys		
Sponsor	Ann Graham	Sponsoring Directorate	Children's Services
Total requested cost	£200,000 plus £30,000 contingency		

Project proposal	The maintenance of sufficient school places in suitable, safe facilities is a statutory requirement. The Council is the responsible body for 51 sites (some SEN schools have satellite units at mainstream school sites). As either landlord (for community and voluntary controlled schools) or the holder of maintenance responsibilities (for Foundation school sites), the Council is charged with ensuring buildings are safe to occupy and capable of being used to deliver the national curriculum. The Department for Education (DfE) provides the council with an annual grant, the School Condition Allocation, to assist with meeting this responsibility. In the financial year 2025/26 this is £4,819,109. The Council completed condition surveys for all schools in the period 2016-2019. This has multiple implications: Issues may have emerged that were not identifiable when the surveys were last completed and some conditions may have deteriorated. The original surveys identified c. £300m of condition need. There is an urgent need to conduct an additional review and condition survey of schools to prioritise necessary works and ensure a consistent approach to recording and maintaining data The survey programme has been broken down into phases, based on estimated need. Agreement is sought to survey only the first tranche of schools at an estimated cost of £200,000 plus a contingency of £30,000.
What are the impacts of this proposal not proceeding?	These surveys will ensure that the Council meets its obligations to manage the schools' estate to ensure the safety of site users and the prudent use of public funds to address condition priorities. Failing to survey the estate may lead to health and safety and/or potential school closure risks not being identified prior to risks being realised.

New Capital Project

Project Name request	Children's Capital Programme Funding Request		
Sponsoring Business Unit	Strategic Asset & Accommodation Management, CPP	Sponsoring Directorate	Children's Services
Total requested Cost	£13.867m additional new request (total programme £35.6m)		

Project Proposal	Provision of sufficient school places in safe, suitable teaching environments, without risk of school closure due to insufficient weatherproofing and/or failure of key infrastructure, e.g. heating. The Council has a statutory duty to provide sufficient school places in borough, with the community schools it is the responsible body for key to achieving this. The last set of condition surveys in the late 2010s identified a capital need of c. £300m. Even with investment, a significant and growing shortfall remains. The request in this Statement of Need is to meet the costs of existing known issues identified in feasibility studies completed for 6 sites in FY 2024/25. Six schools were prioritised in Financial Year 2024/25 from scheme 102 for feasibility studies. If this request for additional funding was approved, the essential works identified in those studies would be fully funded. At present the budget for the period FY 2025/26 to FY 2029/30 inclusive is £21.922m for scheme 102. The feasibility schemes identified a budget need of £30.018m in the same period, on top of an existing contractual commitment of £2.284m in the same period. This represents a total shortfall of £10.637 in the period from April 2025 to March 2030 for scheme 102. This does not include any programme level contingency for unforeseen additional projects not already included in the programme, £1m p.a. for 26/27 to 28/29 inclusive has been included to provide a contingency that could, if not spent, be offset against the next year's spend Adding in that additional £3m takes the whole request for budget 102 to £13.367m For scheme 114 it at this stage only the existing contractual commitments on the Fortismere scheme and the estimated works at Hornsey School for Girls in FY 25/26 are included in 30, Statement of Need. The existing budget for this financial year is £1.629m, while the cost of delivering Fortismere's contracted works is £1.704m, and for Hornsey School for Girls a budget of £500k has been identified as needed to meet the significant costs of electrical works, including the replacement of all distribution boards in the main school building. The issues this investment will address issues 6 primary schools and 2 secondary schools as above.
What are the impacts of this proposal not proceeding?	The Council will be unable to fulfill its statutory duty.

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?

Haringey Safeguarding Children Partnership Annual Report 2024-25

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Foreword

Welcome to the Annual Report for the Haringey Safeguarding Children Partnership (HSCP) for April 2024 to March 2025. This report highlights our efforts to safeguard Haringey's children and young people. The HSCP serves as the collaborative framework for statutory partners and agencies to protect children. We coordinate services, address needs, conduct Local Safeguarding Practice Reviews, implement learnings, and scrutinise safeguarding processes to ensure effectiveness. As safeguarding partners, we are committed to working together effectively, embracing challenges, celebrating successes, and fostering continuous learning across the system to drive improvement.

Safeguarding children is a shared responsibility, with their welfare as the top priority. Every child deserves a safe, stable, and loving environment. By collaborating across organisations and agencies, we ensure that everyone recognises their role and fulfils their responsibilities to safeguard and support children effectively. Over the past year, the HSCP has remained responsive, providing necessary support and coordinating new multi-agency initiatives—an achievement given the economic challenges and growing needs. Throughout this period of time, we have worked diligently to implement the Working Together Guidance 2023 requirements and have also revised and published our Multi Agency Safeguarding Arrangements (MASA) document in December 2024.

Looking ahead, the HSCP will continue to focus on embedding our robust safeguarding arrangements and supporting the partnership to deliver our 3 key strategic priorities.

The Haringey Safeguarding Children Partnership Lead Safeguarding Partners



Scrutineer's Annual Reflections

I am delighted to introduce the Annual Report for 2024-25 of Haringey Safeguarding Children Partnership. The three Statutory Safeguarding Partners (Integrated Care Board, Metropolitan Police Service and Haringey Children's Services) have continued to work extremely closely together to further develop and improve multi-agency safeguarding in Haringey.

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

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

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

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

As Independent Chair until the end of 2024, and Independent Scrutineer since January 2025, I continue to work closely with the three Statutory Partners in the decisions they make concerning Rapid Reviews and Safeguarding Practice Reviews, providing both independent challenge and scrutiny.

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

David Archibald
Independent Scrutineer

Introduction

The Haringey Safeguarding Partnership (HSCP) publishes an Annual Report in line with its statutory duties under Working Together to Safeguard Children 2023. Safeguarding partners must jointly report on their activities over 12 months, ensuring transparency and accessibility for families and professionals. The report should focus on multi-agency priorities, learning, impact, evidence, and improvement. This report assesses the effectiveness of multi-agency safeguarding arrangements, highlighting their impact on children, young people, and families. Evidence is drawn from sub-group activities, training evaluations, and the voices of children and families and staff. Learning is gathered from Local Safeguarding Practice Reviews, audits, local performance data, scrutiny, challenge and monitoring activities.

This Annual Report reaffirms the HSCP's commitment to continuous learning and development, alongside its strategic leadership vision (MASA document page 17):

The partnership will continue to provide the strategic leadership, vision and influence which ensures:

- That at every opportunity the lived experience of children and young people (CYP) continues to be integral to how we safeguard and protect.
- That we further develop positive outcomes through strengthening partnership workforce and community resilience; and
- Our relationship-based practice continues to develop, demonstrating sustained improvement.

The partnership has continued to support the vision by:

- Continued use of digital technology and building workforce development.
- Continuing to have in place a range of agreed policies and procedures that supports us to work together consistently as one strong partnership.

- Striving to further reduce bureaucracy and doing what is best for children; and
- Proactively and continually assessing the needs for safeguarding services in Haringey and ensuring that these needs are met within the resources we have available.

Lead Safeguarding Partners (LSPs)

Following the publication of Working Together 2023 Lead Safeguarding Partners (LSPs) has transitioned to Chief Executives of the Local Authority and ICB, and the Assistant Commissioner for Front line Policing (London MPS). Each LSP has now appointed a Delegated Safeguarding Partner (DSP) to act on their behalf. DSPs are sufficiently senior to speak with authority, make decisions, and hold their sectors accountable.

The three statutory Lead Safeguarding Partners (LSPs) are:

- Andy Donald, Chief Executive, Haringey Local Authority
- Matt Twist, Assistant Commissioner for Frontline Policing, Metropolitan Police Service
- Frances O'Callaghan, Chief Executive, North Central London Integrated Care Board

The Executive Group (DSPs)

The HSCP Executive Group remains the high level, overarching local governance for the partnership that continues to have the primary focus on safeguarding systems, performance and resourcing. The membership of the Executive Group is the three statutory partner agencies under the new arrangements will be known as Delegated Safeguarding Partners (DSPs) who will report to their Lead Safeguarding Partners (LSPs). In addition to those members, there will be an Independent

Scrutineer, but this role will not be part of the chairing arrangements or decision making.

The Executive Group continues to have:

- Strategic ownership of the safeguarding arrangements in Haringey, with a strong joint responsibility for the whole system.
- The responsibility for financial, strategic and reputational risk.
- The responsibility for ensuring cross-partnership collaboration and agency participation, convening and supporting participation in the HSCP Leadership group
- The responsibility for ensuring that independent scrutiny of the partnership's effectiveness is regular and has impact; and
- Oversight of progress against the HSCP agreed priorities.
- Regular updates by senior officers on the effectiveness of the partner's safeguarding arrangements for children and young people within their respective agency

Membership - The membership of the Executive Group in line with the requirements of Working Together 2023 will be the three Delegated Safeguarding Partners (DSPs):

- Detective Chief Superintendent North Area Borough Commander (Haringey and Enfield) Caroline Haines, North Area BCU, Metropolitan Police Service
- David Pennington Director of Safeguarding and Looked After Children for North Central London Integrated Care Board
- Ann Graham, Director of Children's Services, Haringey Local Authority

- David Archibald, Independent Scrutineer - attending in their role as a critical friend, to provide support and challenge, and not as a decision maker.

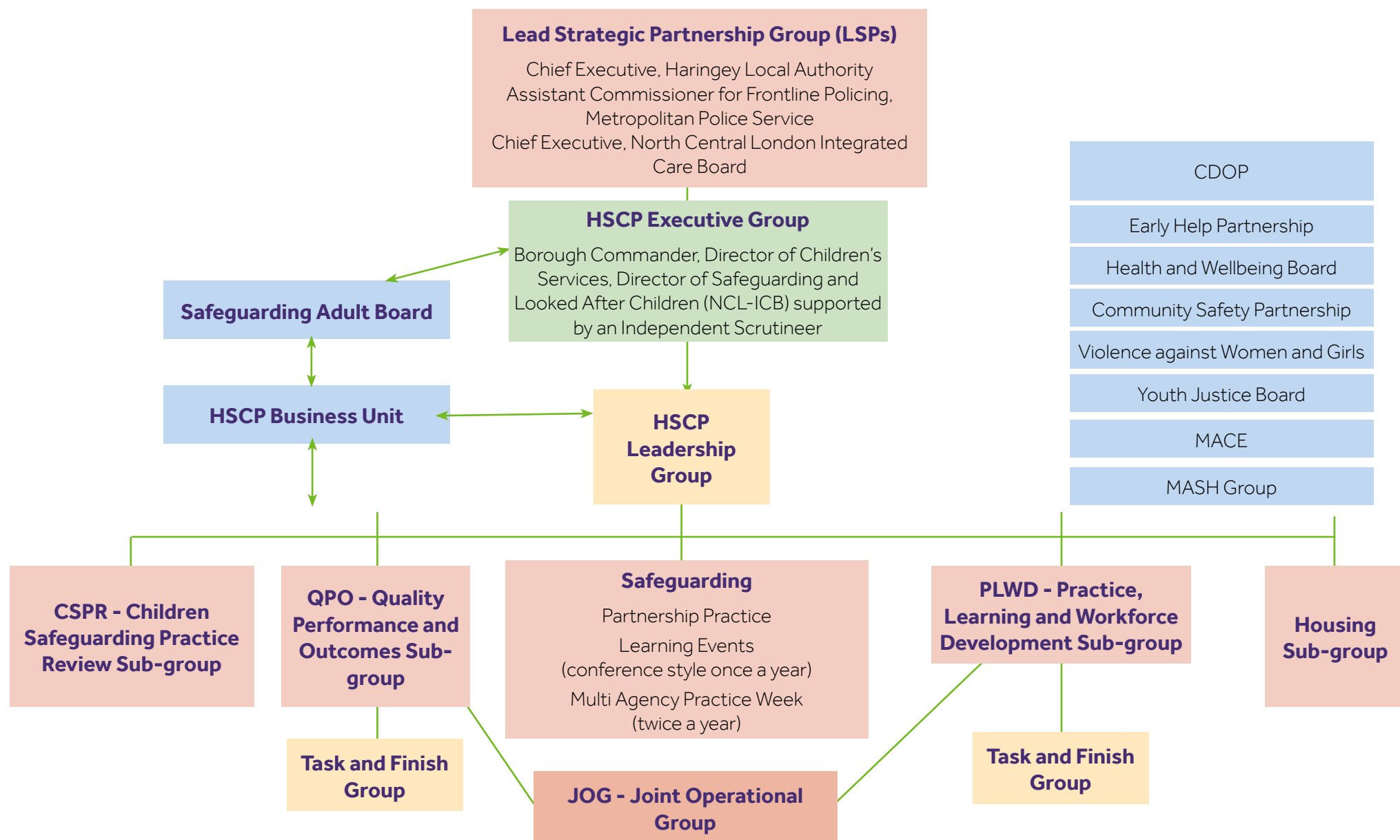
The Executive Group provides strong, unified leadership and is committed to reviewing and improving practices and building on existing strengths and innovation within the partnership.

This Annual Report serves as a testament to the unwavering commitment of all partners to safeguarding. The partners' focus remains on understanding the lived experiences of children and young people, ensuring they receive the best possible support and thrive in their communities.

The Leadership Group

The Haringey Safeguarding Children Partnership's Leadership Group is chaired by the Director of Children's Services. This arrangement will be on a rotational basis and the following year this arena will be chaired by either the Police or Health. In addition, attendees are representatives from across the partnership including the Independent Scrutineer and acts as the partnership's 'engine room'. Senior officers from statutory partners and relevant agencies approve the policies, strategies, and guidance needed to support priorities and effective safeguarding. In 2024/25, the Leadership Group held six meetings on local and national safeguarding priorities, informed by data, audits, and performance, focusing on learning and outcomes. The Group reports to the HSCP Executive Group and drives work through five sub-groups and task-specific groups.

HSCP Structure



HSCP Business Plan for 2024 – 2027

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

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

2024-27 Key priorities

Children impacted by mental ill health

Rationale: The Haringey JSNA report 2024 highlighted that in 2022/23, 2.4% (912 pupils) of school age pupils in Haringey had a social, emotional and mental health need. In Haringey in 2022/23, the rate of hospital admissions for self-harm in children and young people aged 10 to 24 years was 186 per 100,000 or 85 admissions. Local learning from reviews highlights the vulnerability of these children and young people, their increased risk of exploitation and the need for stronger, child-focused safeguarding approaches within complex family situations and partnership working.

Children impacted by neglect

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

Children impacted by domestic abuse

Rationale: Children affected by domestic abuse can experience long and short terms physical and mental health challenges. The Children's Commissioner Vulnerability Profile projects that the % of children in households where an adult experienced domestic abuse in the last year is 8.55%. Haringey's rate of domestic violence with injury is slightly above the London average.

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

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



Local Background and Context

At the time of writing this report, these were the most up-to-date figures available that we have in our State of the Borough document. This data was refreshed in May 2025.

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

- In 2023/24, 19.4% of children in Haringey lived in relative poverty, close to the London average but lower than similar areas. This is the 9th-highest rate in London
- Haringey has the highest alcohol sales per adult in London, with a significantly higher rate of alcohol-related hospital admissions. However, in order to address this issue, Insight Platform is now active in the borough of Haringey. Insight Platform takes a whole family approach to working with everyone in the family impacted by drugs or/and alcohol. They focus on strengthen resilience, family cohesion, reducing conflict to improve wellbeing at home and in the community.
- The most commonly cited reason for claiming Employment Support Allowance by working age adults in Haringey is mental health disorders, followed by musculoskeletal disease.
- The borough has the eleventh highest rate of domestic abuse with injury in London (2024)
- Haringey ranks 9th in London for households in temporary accommodation, an improvement from 5th the previous year (2024)

Despite these challenges, Haringey has many positives for children:

- Ofsted rated 98% of all Haringey Schools as 'good' or 'outstanding'
- Ofsted rated 98-99% of Early Years settings as 'good' or 'outstanding'
- 98% of PVIs and childminders are good or better
- At the end of Reception 73.5% of children achieve a good level of development and we are 8th in the country. (Further tracking of primary and secondary pupils will be undertaken by the HSCP Quality Performance and Outcomes Subgroup throughout 2025/26.)
- Our free school meals campaign successfully increased the number of children receiving free school meals and our auto enrolment project identified additional children who are eligible
- The borough is culturally diverse, with over 180 languages spoken.
- Over a quarter of the borough is green space – with 25 Green Flag Parks and 120 venues where cultural activities take place. It will be the London Borough of Culture in 2027
- Residents report good relations between different ethnic and religious communities and solid social ties

Outcomes for children and young people:

- The percentage of babies with a low birth weight in Haringey is similar to the London and England averages (2022).
- Obesity rates among Reception and Year 6 students are significant (2023/24). To support further work the direction of travel is outlined in Haringey's Healthy Weight Strategy.
- The proportion of students with social, emotional, and mental health needs is below the national average but slightly above the London average.
- Haringey achieved its best ever education results for young people, with all primary measures scoring above the national average. KS2 results met the London average for the first time (2023).
- GCSE attainment has improved but remains slightly below the London average, there are notable attainment gaps. Boys have lower attainment scores in general.

Haringey's child population:

- There are 54,422 children aged 0-17, representing 21% of the population, similar to other London areas
- Nearly half of Haringey's students speak a language other than English at home, with Turkish, Spanish, Polish, Bulgarian, and Somali being the most common.
- A key challenge remains inequality in outcomes, with poverty being a significant factor. Haringey is the 4th most deprived borough in London, with childhood deprivation concentrated in the northeast.



Children's Social Care Dataset 2024/25

We received 13,958 contacts compared to 13,826 contacts received in 2023/24. The highest proportion of contacts come from the police (24%), followed by health services (20%) and schools (15%).	3,312 referrals were received in the last 12 months compared to 3,323 referrals received in 2023/24. Of the referrals received, 18% were referrals. Compared to 17% last year.	3,540 assessments were completed in 2024/25 compared to 3,105 in 2023/24. 87% of assessments were completed within 45 working days; up on 2023/24 when 85% were completed within 45 working days.	There were 4,976 Children in Need who had received a service at any point within 2024/25 compared with 4,250 CiN in 2024/25. On 31/03/2025 1,979 children had an open of Children in Need episode.	At 31 March 2025 there were 325 Children Looked After. As at March 2025 the rate of CLA was 61 per 10,000 children in Haringey, down from 62 per 10,000 in 2023/24.
13,958 CONTACTS	3,312 REFERRALS	3,540 ASSESSMENTS	4,976 CHILDREN IN NEED	325 LOOKED AFTER CHILDREN
195 children were the subject of a Child Protection Plan at 31 March 2025. An 8% increase from the number of children at the end of 2024 (180). 229 children started and 214 ceased a CP plan in 2024/25.	1,124 Early Help cases were closed with a successful outcome in 2024/25. 70% of the families engaging with EH were closed with outcomes achieved or signposted to other agencies, compared to last year when this was 73%.	1,126 children were the subject of a Section 47 enquiry in 2024/25. This equates to a rate of 210 children with a S47 enquiry per 10,000 children in 2024/25, a decrease of 10% on the rate last year (233).	There were 225 Initial Child Protection Conferences in 2024/25, up on last year when 216 ICPCs were completed. 83% of these resulted in a child protection plan. ICPC rate has remained constant at 42 per 10,000 children.	1,606 assessments were identified to have either Domestic Violence, Mental Health or Substance misuse factors at the end of the assessment in 2024/25.
180 CP	1180 EARLY HELP	1,126 S47	177 ICPCS	1,606 TRIO OF VULNERABILITIES
At the end of March 2024, the number of people open to the Youth Offending Service with their Asset Plus Plans up to date was 65%, up from 74% at the end of 2023/24. The number of active young people on case load has increased from 38 to 66.	54% of 19-21 year old care leavers are in education, employment or training compared with 55% in 2023/24 (Haringey SNs 59% 2023/24). 90% are in suitable accommodation, up on last year (89%) and SNs (90% 2023/24).	In 2024 there were 553 Education, Health and Care Plans requested, which is down on 2023 (692) - an almost 20% decrease. 82.6% of EHCPs were finalised in 20 weeks, down on 2023 when 98% were finalised in 20 weeks.	Children in Care Attainment 8 achievements has fallen with Haringey CiC having an average attainment 8 score of 20.6. A decrease on the previous year when Haringey CiC had an average attainment 8 score of 22.5.	Of the children who ceased to be LAC in 2024/25, 7 (5%) were adopted and 13 (10%) were subject to a Special Guardianship Order. Haringey SNs achieved 5% adoptions and 9% SGOs previously.
65% YOS ASSET +	54% CARE LEAVERS EET	553 EHCPs	20.6 CLA ATTAINMENT 8	13 PERMANENCY ORDERS

What progress have we made against our priorities

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

- Continued to develop our focus on understanding the 'why'
- Developed clear recommendations that outline how we will impact practice by embedding the learning from our reviews and how this impact will be evaluated
- Included key demographic characteristics, such as age, gender, cultural heritage and ethnicity, and have considered the impact of these on the child's life and how these issues have helped to shape our practice.

For 2024-25, we continued to deliver on our three key priorities:

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

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

- the voice of the child and harmful behaviours
- the impact on housing and education.
- the impact of the Think Family approach and joint working of the HSCP and Haringey Safeguarding Adult Board (HSAB)
- National drivers, such as lessons learned from safeguarding reviews
- Emerging issues or areas of concern identified by safeguarding partners and relevant agencies
- Findings from external inspections or peer reviews.

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

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

Within these areas, there will also be consideration of:

- Transitional safeguarding with the Safeguarding Adults Board
- Neglect with the Early Help Service

HSCP Priority 1

Children impacted by mental health

Rationale and Evidence Base

All agencies have seen a marked increase in demand for support since the legacy of the Covid 19 pandemic. This is even more pronounced in the area of mental ill health which has impacted on children, particularly focused around anxiety, depression, and other mental health issues. Schools reported a rise in emotional and behavioural challenges, particularly among those with special educational needs and disabilities. Feedback from service users and partners underscores the urgent need for targeted preventative measures. Evidence from a specific piece of work looked at Rapid Reviews and Safeguarding Practice Reviews over the last 7 years indicated that a consistent theme which went across all of those reviews was that of mental ill health. This pertained to children experiencing complex mental health issues and parental mental ill health. In view of this, the HSCP continued to support this priority as one of our focus areas up to 2027.

Key Impact and Outcomes – A Snapshot

- **Improved access to Mental Health Services:** Introduction of a Single Point of Access (SPoA), the 'no wrong door' approach which became live on 1st April 2024. The SPOA has been set up to ensure equity of access to CAMHS services across the tri-borough of Barnet, Enfield and Haringey.
- **The delivery of mental health services to children and young people has improved,** with more Haringey children engaged with CAMHS. We have a better understanding of the impact on young people of mental health issues and how this service responds to children in crisis situations.
- **Improved training and awareness:** By facilitating continued professional

development through training and awareness sessions our practitioners now have a broader awareness of the impact of parental mental health issues of neglect, domestic abuse, and substance misuse on young people. This has resulted in children and families receiving the right support at the right time.

- **Inclusion of fathers:** Specific training has been facilitated to help us ensure that fathers who do not reside in the family home are included in assessment work and the decision-making process where appropriate.
- **Culture and Diversity:** Partners continue to engage in specific training to increase their awareness and knowledge around the impact that culture, heritage and / or diversity may affect individuals with mental ill health. The impact of this has been improved engagement with diverse communities, to reduce the barriers to mental health support services.
- **Embedded Learning:** Lessons from Safeguarding Practice Reviews have been integrated into local practice, improving responses to those children and young people with mental ill health.
- **Child assessments and outcome-based plans** demonstrate positive progress and practical partnership work addressing children's mental health, particularly during the transition process to adult mental health services. The impact of a robust transition process has reduced anxiety for the young person and helped to lay the foundations for positive outcomes.
- There have been **improved outcomes for school children** due to additional counselling and therapies being available. We know that The Anchor Approach has reduced suspensions and boosted staff confidence in emotionally supportive communication. External evaluations note that "kindness is evident,

disruption to learning in lessons is exceedingly rare... pupils who struggle to regulate their emotions or display challenging behaviours receive exceptional levels of care and support”.

- The school **safeguarding audit** consistently monitors the availability and needs of mental health support across schools.
- Improved **identification and support for those who ‘self-harm’**
- Continued **staff training both single and multi-agency** has helped practitioners to identify the signs of mental ill health earlier. The impact of this has been that children / young people will receive the most appropriate intervention and support at the earliest opportunity.
- **First Step Plus** and a review of their provision to enhance their offer for children in care. This will support placement stability.
- **Anchor programme** continues to be embedded in schools as a trauma informed response to children.
- **Launch of the Transition Service** and training delivered around mental capacity assessments. This will support staff in providing a holistic picture of needs and support as children transition into appropriate adult services.
- **The provision of a CAMHS Officer in the Youth Justice Service** has enabled young people with varying degrees of mental ill health to receive a robust service at the earliest opportunity to support their additional mental health needs whilst enhancing the work that has been undertaken by the Youth Justice Service.

Key activities (How we influenced outcomes)

- Thrive: We regularly promote the mental health offer to practitioners through children's services. We work strategically through Start Well to ensure young people can access the support they need. The wider offer is also set out in our Thrive framework
- Strategic Initiatives and Expanding Children's Mental Health Provision: Partners have continued to expand mental health provision, including the Perinatal Mental Health Services in Family Hubs, NLFT collaborates on improved CAMHS pathways, crisis developments, and services across the borough and NCL,

ensuring that frontline practitioners are well-informed about available mental health services.

- Strategic links with the HSAB, SEND, and Transitional Safeguarding offering early support to older young people living with mental health issues
- Strategic School-Based Projects: Supported the effective CAMHS trailblazer project and Social Workers in Schools (SWIS project); rolled out the successful Anchor Approach in some Haringey schools, leading to reduced suspensions and increased staff confidence in emotional communication and additional counselling and therapies and on-site provision now standard in Haringey schools
- Diversity Focus: Enhanced collaboration with statutory agencies and community services for global majority populations, improving mental health service access and referral pathways for mental health services as a preventive measure rather than at a crisis point.
- Regular reporting on families where child mental ill health is a concern are discussed at a range of multi-agency partnership meetings.
- SDQs support early identification and emotional wellbeing for children in care and timely responses address their needs.
- Psychotherapist providing a bespoke service to children
- The Police have engaged in Specialised Training, Mental Health Awareness Training, Multi-Agency Collaboration, revised Mental Health Protocols and have implemented the Right Care, Right Person (RCRP) Model.
- A CAMHS officer is now based in the Youth Justice Service.
- The Met's Children's Strategy emphasises a “Child First” approach, recognises the unique vulnerabilities of children affected by mental ill health ensuring that their needs are prioritised in all interventions.
- There has been an increase in the number of investigations into children at risk of significant harm, including those affected by mental ill health. For example, the number of Section 47 enquiries (investigations to assess if a child is at risk of significant harm) increased by 22% year on year in Haringey.

Actions for Improvement on Priority 1 Children Impacted by Mental Ill Health

- Continued professional development in this specialist area will embed a skillset for identifying mental ill health in children which will further improve the delivery of mental health services including close collaboration with key partner

agencies such as CAMHS.

- The HSCP will need more data analysis and narrative around the uptake of CAMHS so that this can be tracked and monitored. This will allow us to identify emerging trends of concern.

HSCP Priority 2 Neglect and Early Intervention

Rationale and Evidence Base

Early identification of the signs that neglect may be occurring is crucial and will enable the right support to be put in place to prevent further ongoing neglect, which we know has a significant impact in a child's life and into their adulthood. Universal services who are involved with a child, young person and their families play a crucial role in this early identification, and it is important that other agencies come together to form a Team around the Family and address the causes of the neglect in these early stages.

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

partners underscores the crucial role of prevention and early help in achieving more sustainable outcomes. Furthermore, investing in prevention and early help is often more cost-effective.

Neglect is the most common reason for taking child protection action. It can cause long standing harm to children's wellbeing and development. However, with good robust multi-agency working, assessment, planning and intervention, the most harmful effects of neglect can be reduced.

Key Impact and Outcomes - A Snapshot

- Earlier Support: Strengthened efforts to ensure children, young people, and families receive the right services at the right time, focusing on Universal services to prevent escalation of needs.
- Prevention: All partners work collaboratively to prevent the escalation of needs towards statutory services, with increased involvement of external partners taking the lead to co-ordinate services with a focus on the Think Family approach.

- Community Engagement: Through the promotion of HSCP neglect strategy there has been improved community engagement and a heightened awareness of identifying the signs of neglect.
- Training and Development: The HSCP multi-agency training on neglect is embedded across the partnership. The revised neglect guidance and toolkit continues to be promoted through 2025/26. This will enable us to raise awareness with new staff coming into the partnership and further reinforce the benefits of identifying neglect at the earliest opportunity.
- Impact: The impact of this work would be that through early identification of neglect appropriate support services are provided which will help children and young people to achieve positive outcomes.
- The Early Help Panel biannual data reports highlight positive results in agency participation and utilisation
- Health Commissioning collaborative efforts have led to the development of dashboards for sharing information between partners
- Engagement in safeguarding supervision across the partnership has increased, enhancing the review of emerging concerns for families. The result being a more robust managerial oversight of those families on the cusp of escalation.
- The HSCP performance framework captures a range of robust data analysis and narrative relating to neglect. Current trends indicate that the number of children subject to a child protection plan for neglect have increased for example Quarter 1 – Quarter 4 indicate the following: 62 82 87 103.
- The Met Police can evidence improved outcomes in safeguarding practices, such as increased identification of neglect cases and more effective interventions. Feedback from Stakeholders indicate positive feedback from children, families, and partner organisations and demonstrates that the Met's efforts are making a difference in the community.
- The Met Police safeguarding campaign Operation Makesafe aims to help identify and report signs of exploitation and neglect at the earliest opportunity.
- The increase in referrals to the MASH from housing colleagues (as evidenced from an audit undertaken on these referrals) were able to glean evidence that all referrals were acted upon as none were inappropriate.
- The learning for housing colleagues has been that they are more confident in using the neglect guidance, toolkit and checklist. This has enabled staff to identify early signs of neglect and make appropriate referrals at the earliest opportunity.
- Through audits and management oversights completed by the Youth Justice Service it was evident that MASH referrals were appropriate, and neglect is included in court reports to provide context of the lived experiences of the child.
- The GP forum is an arena where the learning from safeguarding reviews is shared. In Haringey, the safeguarding practice reviews, and rapid reviews held in 2024/25 all contained an element where neglect was a factor. Through additional training for GPs this has now enhanced their skills and knowledge and enabled them to identify early signs of neglect even when the presenting issue is not neglect.
- By recognising early signs of neglect children, young people and their families attending the Royal Free London NHS Foundation Trust can be supported to engage in the appropriate services in order to achieve better life outcomes.
- Chronologies are routinely completed by frontline staff at The Whittington to enable early identification of patterns of chronic neglect. These have directly supported successful case escalations, ensuring appropriate and timely intervention.

Key activities (How we influenced outcomes)

- The HSCP facilitated a themed practice week in September 2024 with a focus specifically on neglect and its impact attended by almost 200 professionals. Practice Week provides an opportunity for a multi-agency collaborative lens on practice and audit activities on an agreed theme. The theme is related to a current and valuable area of safeguarding which would benefit from further consideration. The purpose of the Practice Week is to highlight good practice and strengthen areas that require developing within front line practice around safeguarding, to examine the themes and patterns from audit findings, to disseminate key learning from case discussion across the partnership and to ensure that children are at the centre of service delivery through relationship-based practice.

- Continued embedding the Think Family approach, promoting resilience and optimising outcomes through a seamless service between children and adult services
- Development of 3 Family Hubs (Muswell Hill, Eric Allin and Rising Green) following a “no wrong door” approach. These Family Hubs continue to make a positive impact for the community and are seen as the heart of the community.
- Developed a concise Early Help Offer on a single page for easy reference
- Health Visitors remain vigilant, offering support, advice, and guidance to universal services, signposting to other services, or considering early help or statutory services
- Education Representation on all HSCP sub-groups.
- Schools continue to make referrals to Early Help. Designated Safeguarding Leads (DSLs) within schools ensure an understanding of the Early Help Offer, strengthening support.
- The Children Missing Education (CME) team continues to support those children who we are aware of are educated at home. In addition, they are mindful of the new legislation which is expected in the near future and will therefore implement appropriate changes to their work in practice as required. Partners closely supported the Children Missing Education Policy and Procedure and flyer.
- The voluntary sector remains central in providing training and support within the Haringey community. Currently they are working closely with the Quality Assurance, Improvement and Training Officer to complete a training needs analysis specific to the voluntary sector. This will ensure that voluntary sector workers have access to appropriate safeguarding training.
- Strategic links to the Early Help Strategic Partnership Board and The Health and Wellbeing Board will continue throughout 2025/26.
- The Met Police have safeguarding campaign known as Operation Makesafe: This initiative focuses on raising awareness among businesses and the public about child sexual exploitation, which often overlaps with neglect.
- The Probation Service continue to foster an open learning culture and ensure the Probation Service has competent and well-trained staff to identify early signs of neglect.
- A paediatric liaison RAG rating system continues to be used to identify neglect

cases in emergency department attendances at the Royal Free London NHS Foundation Trust.

Actions for Improvement on Priority 2 Neglect and Early Intervention

- Children’s Social Care will continue to ensure that new staff are upskilled in the complex area of neglect.
- The housing department will need to continue to promote neglect as a child safeguarding concern. New staff into the department will need to engage in the appropriate training either single agency or through the multi-agency partnership. The housing department will need to continue to prioritise the training for those staff having direct contact into housing accommodation.
- The Youth Justice Service will undertake a themed audit on Neglect during 2025/26.
- The ICB will seek assurance regarding the use of the Neglect checklist in supervision, advice and consultation within the health economy.
- RFLFT have a “Was not brought/Left before treatment” policy that helps identify medical neglect. RFLFT intend to promote this throughout 2025/26.
- Work is needed to continue across the partnership to embed the newly revised HSCP Neglect Strategy, guidance, toolkit and checklist
- The Whittington will continue to embed the Neglect Tool checklist into all child and family assessments conducted by health practitioners to ensure early and consistent identification of neglect.
- NLFT will complete an audit on the use of the HSCP Neglect tool kit, by or before end of 2025 to assess how the toolkit is being used in practice. This will include case file and feedback from team managers. Based on the audit findings, additional training sessions and team-based workshops will be offered where gaps are identified.
- NLFT is committed to improve learning and are in the process of developing a series of video presentations. These sessions will offer a flexible learning option, enable staff to access key information on neglect at their convenience, and to enhance their understanding of its signs, impact, and appropriate responses.

HSCP Priority 3

Children impacted by domestic abuse

Rationale and Evidence Base

Domestic abuse (DA) severely undermines a child's need for safety and security, impacting their behaviour, brain development, education, and overall wellbeing. It is a significant risk factor for all children, including adolescents, and is legally recognised as harmful. DA disrupts a child's development, affecting their environment, stability, attachment to caregivers, and physical, mental, and emotional health. The perpetrator's abusive behaviours can also hinder the non-abusing parent's ability to provide care, making the protection and empowerment of the non-abusing parent crucial for the child's safety.

Interventions to protect children from DA must be carefully managed to avoid escalating the abuse. Parents and professionals can help minimise the impact, especially for younger children who are more exposed and less able to process the abuse. The effects of DA vary based on the child's resilience, their specific circumstances, and the support they receive to recover. Recognising the perpetrator's coercive control and working in partnership with the non-abusing parent are essential for effective intervention.

Key Impact and Outcomes - A Snapshot

- Robust multi-agency training opportunities will provide a consistent multi-agency response to practice challenges where domestic abuse is evident.
- A multi-agency approach is imperative when trying to address the needs of children and young people who are suffering from domestic abuse, and our audits highlighted some important themes for the HSCP to consider going forward.
- We are seeing areas of strength across the Partnership in responding to

domestic abuse, such as good multi-agency working and information sharing, practitioners understanding of the emotional impact of domestic abuse on children and children's views being sought.

- The impact of Operation Encompass has been improved information sharing by the Police with school settings to alert staff of an incident of domestic abuse in a child's home. This then helps teaching staff be able to identify any additional support needs for a particular child.
- Increased capacity in the Police domestic abuse team will help to ensure a timely and effective response to domestic abuse incidents.
- The Met Police campaigns on domestic abuse aim to inform the public and encourage reporting of concerns.
- The Met Police have received positive feedback from children, families, and partner organisations which indicates that the Met's efforts are making a difference in addressing the impact of domestic abuse on children.
- Via MARAC there is a Coordinated Community Response (CCR): A model that unites services to keep survivors safe, hold abusers accountable, and prevent domestic abuse.
- Success of the Early Help service meant that less children and families require support from CSC.
- The housing directorate are currently working towards Domestic Abuse Housing Alliance Accreditation (DAHA). This accreditation is a very intensive and robust process that ensures standards of good practice are embedded within services. Being DAHA accredited means that survivors and their families are safer, perpetrators are held to account, and all those impacted by domestic

abuse receive a coherent response that positively affects them.

- The Whittington and Royal Free London NHS Foundation Trust have highlighted an example where the impact of the Non-Fatal Strangulation pathway has had a positive outcome for one particular individual who has received stroke prevention measures.
- Royal Free London NHS Foundation Trust have commissioned Barnardos to deliver a service in A&E to support parents which continues to be well received.

Key activities (How we influenced outcomes)

- The HSCP facilitated a themed practice week in March 2025 with a focus specifically on domestic abuse and its impact this was attended by 180 professionals from across the partnership. Practice Week provides an opportunity for a multi-agency collaborative lens on practice and audit activities on an agreed theme. The theme is related to a current and valuable area of safeguarding which would benefit from further consideration. The purpose of the Practice Week is to highlight good practice and strengthen areas that require developing within front line practice around safeguarding, to examine the themes and patterns from audit findings, to disseminate key learning from case discussion across the partnership and to ensure that children are at the centre of service delivery through relationship-based practice.
- During HSCP practice week 10 Children and Young People, where Domestic Abuse was the prevalent concern within our involvement, were chosen for each partner agency to provide an audit from their agency perspective using a mutually devised audit tool.
- Schools in Haringey have signed up to Operation Encompass, a process by which the Police inform the relevant school when there has been a domestic abuse incident in a child's home environment.
- Continued development of training opportunities for front line staff with further planned training to run through 2025/26 around coercive control and the use of the DASH risk assessment.
- The Met Police have increased their capacity in the domestic abuse team with 2 additional Detective Inspectors.

- The Met runs campaigns to raise awareness about domestic abuse and its impact on children.
- The caring dad's programme continues to support fathers to find alternative ways to manage personal relationships to divert them from situations that escalate into domestic abuse incidents.
- In December 2024 the council adopted a new Domestic Abuse and Violence Against Women and Girls Policy
- Youth Justice Service have conducted a learning review where domestic abuse was the theme. The learning from the review has been disseminated across the service.
- Work around non-fatal strangulation pathway is underway, ensuring that we have the intervention locally. The Whittington and Royal Free have been influential in developing this pathway and 123 survivors that have attended the clinic.
- Whittington Health implements routine enquiry for domestic abuse (DA) during all relevant client contact, particularly with women accessing maternity, health visiting, and other frontline services. This includes direct, sensitive questioning about safety at home and past or present experiences of abuse. Staff are trained to recognise the signs of abuse and respond in a trauma-informed manner.

Actions for Improvement on Priority 3 Children impacted by domestic abuse

- The DASH Toolkit to be utilised more across the partnership.
- Consideration about how chronic neglect and domestic abuse interlink and for this to be addressed holistically.
- DASH risk assessments are not being completed and shared. However since compiling this annual report the HSCP has commissioned a range of training for frontline staff across the partnership which has a focus on completing DASH risk assessments.
- Father's views to be inclusive in assessment.

- Professional curiosity regarding family dynamics, stepfathers need to be considered, parental mental health and learning needs, and the impact this has on the child/ren.
- Appropriate safeguards and methods in place of how professionals complete risk assessments on alleged perpetrators.
- Professionals to follow up at early stages with preventative services and include a Risk Assessments before case closure.
- Children with additional needs to have their views captured, in a way that is meaningful and understood.
- Language that Cares should be strengthened across the partnership.
- Royal Free London NHS Foundation Trust needs to conclude a review of their Domestic Abuse Policy.
- Improve information sharing with multi-agency partners (e.g. between the midwifery service, police and children services) to enable timely safety planning and more coordinated support for families affected by DA.



Haringey Safeguarding Children Partnership Sub-groups

Quality Performance and Outcome (QPO) Sub-group

The Quality, Performance, and Outcome (QPO) sub-group has a specific focus on partnership performance utilising the performance framework. In addition, the sub-group conducts audit exercises, including case audit consultations and discussions with practitioners, within the agreed audit cycle, maintaining strong links with the PLWD sub-group.

Partnership Quality Assurance Framework

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

Over the past year, partners have continued to strengthen evidence-based decision-making for Haringey's children, leveraging the HSCP Performance Framework to identify successes and areas requiring further attention. The framework has evolved into a critical tool for tracking trends, fostering meaningful discussions, and driving improvements across agencies. These discussions not only address underlying concerns but also lead to targeted solutions that enhance safeguarding practices. We are now utilising long-term trend analysis, downloading published data where available, to provide deeper insights into patterns of concern and progress. By incorporating historical performance trends, agencies can make proactive and informed decisions to refine their safeguarding strategies.

To further improve accessibility and engagement, we are developing a user-friendly, interactive Power BI dashboard that allows stakeholders to interrogate the data directly. This dynamic tool will offer greater transparency, enabling users to explore key metrics, filter information, and identify trends that drive safeguarding improvements.

Impact and key achievements:

- Strengthening Multi-Agency Learning: Professionals across organisations have expanded their safeguarding knowledge through targeted training informed by framework insights.
- Data-Driven Accountability: Up-to-date performance data now supports the Executive Group and wider partnership in identifying trends, assessing effectiveness, and prioritising improvements at an early stage.
- Audit-Informed Action Plans: Insights from thematic audits have been integrated into structured action plans to refine frontline practices.
- Ongoing Assurance and Learning: Progress against action items has been closely monitored, ensuring that key findings are shared and embedded within day-to-day operations.
- Enhanced Accessibility and Engagement: The introduction of a Power BI dashboard and structured presentations ensures that data is easily accessible and actionable.
- Multi-agency learning has enabled professionals across all organisations to enhance their safeguarding knowledge and skills. The HSCP training has incorporated insights gained from this sub-group which is the numbers of children / young people on child in need plans or child protection plans related

to neglect. Analysis of performance also indicated the need to further explore specific training around identifying child / young people impacted by mental ill health and domestic abuse.

- The Performance Framework has continued to provide members of the Executive Group and the broader partnership with up-to-date performance data, analysis, and narrative. This allows partnership performance to be thoroughly examined to identify specific trends and areas for improvement as early as possible and to recognise what we are doing well and why.
- Created a multi-agency policy register. All multi agency policies are up to date and monitored for review. All practitioners are able to access these policies on the [HSCP website](#) and are assured that they contain the most up to date information.

QPO Workshop December 2024

This QPO session commenced with a workshop to identify potential ways to evidence and measure impact of the work undertaken against the 3 HSCP priorities.

We will continue to strengthen our response by:

- Explore the development of a system by which partners could capture waiting times for interventions, what the intervention achieved and evaluate the distance travelled to measure impact.
- Continuing to build on the multi-agency data and analysis captured in the Performance Framework
- Implementing a Multi-agency Annual Audit and Quality Assurance Programme
- We have agreed our annual multi agency audit cycle and the themes which we will focus on including agreement on who will lead each individual audit.
- Agree a system of tracking the cohort of children looked after to explore outcomes.

- QPO will explore how best to capture the learning from the transition service to date and the experience of children moving into adult services.
- It is recognised that incorporating the voice of children will make the data more meaningful. The QPO will link in with existing forums within the partnership where feedback is already captured. The Mental Health Trust are developing a board for young people; the Local Authority have a youth council and also ASPIRE who attend corporate parenting meetings. Health colleagues (North London Foundation Trust) also facilitate a youth participation service. The QPO will consider how these different strands are brought together to evidence the systems engagement with Children and Young People and the impact.
- Additionally, to ensure key findings are widely understood and acted upon, we are introducing:
 - Tailored PowerPoint presentations summarising key highlights, sparking meaningful discussions across the partnership.
 - One-to-one meetings with data providers, fostering collaborative reviews of performance metrics and ensuring effective data interpretation to inform decision-making.
- Deepening the Integration of the Performance Framework into daily operations.
- Expanding One-to-One Data Discussions to refine metrics and foster multi-agency accountability.
- Enhancing Interactive Data Accessibility through Power BI dashboards and automated trends.

Practice, Learning and Workforce Development (PLWD)

The sub-group is responsible for planning, organising, and evaluating multi-agency safeguarding learning and development activities, as well as challenging and supporting the training delivered by individual agencies. It ensures that identified multi-agency safeguarding learning needs are addressed for the agency's workforces, incorporating relevant research, national best practices, and learnings from case reviews and safeguarding adult reviews. The group also maintains and develops the partnership training pool, manages partnership communications, and oversees the HSCP website's development. With the support of expert partners, the sub-group has developed and delivered a range of multi-agency training opportunities in 2024/25, informed by the partnership's learning needs and designed to upskill the frontline workforce, facilitated by partner representatives with local expertise.

The courses offered in 2024-25 include:

- Learning from Safeguarding Practice Reviews (SPRs)
- Cultural Boundaries Training
- Hate Crime Awareness Training
- An introduction to housing
- LADO Training and Workshop
- Prevent training
- Perinatal mental health awareness
- Safeguarding Level 3
- Using the Social Care guide to thresholds of need
- Bruising in non-mobile babies
- Youth at Risk: exploring the rise of incel ideology and extreme misogyny

- Sudden Infant Death Syndrome (SIDS) Bite Size Session
- Identifying and Responding to Coercive Control
- Promoting the Working Together 2023 Guidance document across the partnership
- Promoted training opportunities across the partnership & developed a suite of '7-minute' briefings on specific topics particularly responding to key messages arising from local cases

Planning for 2025-26

- We have commissioned a range of domestic abuse training and awareness raising sessions to ensure our staff are upskilled and confident to identify coercive control, misogyny and adultification acknowledging that domestic abuse is one of our key priorities.
- We have commissioned focused training on child sexual abuse following the publication of the National Panel's review into intrafamilial child sexual abuse.
- We have increased our awareness raising sessions around neglect so that our practitioners have the skills and knowledge to identify signs of neglect at the earliest opportunity.
- We continue to facilitate training opportunities which focus on the impact of mental ill health. This training will provide our practitioners with additional skills and knowledge to identify indicators of mental ill health and its impact on individuals and families.

During 2024-25 the HSCP offered 40 training opportunities including lite bite sessions for all partnership staff as well as other members of our Haringey community who work with children, young people and their families. The existing Learning and Development Framework continues to be a 'live document' to consider the changing developmental needs of staff across the partnership which emerge from learning gleaned from reviews and themed audits undertaken. Any commissioned trainers will continue to provide the HSCP with details of the course content that they facilitate as part of the HSCP Quality Assurance process.

Impact

Practitioners have a greater awareness and understanding of safeguarding and have applied their developed skills and knowledge to inform an improved response to children at risk across the partnership. A further resource for the partnership is the HSCP website. This helps to ensure that practitioners from across the partnership have access to a range of policies, procedures and up to date safeguarding information.

- Increased attendance at multi-agency training which has resulted in upskilling the partnership workforce.
- We continue to measure the impact of training on frontline practice by 'interrogating' and analysing feedback from delegates on how they are transferring learning into practice and how this makes a difference to children and families.
- Targeted workshops in conjunction with The Haringey Children's Academy has brought together front-line practitioners which helps to bring a consistent approach to safeguarding.

Child Safeguarding Practice Reviews (CSPR) Sub-group

The CSPR sub-group, established in September 2023 and chaired by the Director of Children's Safeguarding and Social Care, aims to provide a dedicated space for key professionals to collaborate on CSPRs in a multi-agency forum. It ensures timely completion of work and actions from CSPRs and Rapid Reviews, holding agencies accountable for meeting deadlines. The sub-group focuses on embedding and monitoring actions and learning across the partnership, fostering continuous learning, and encouraging cross-agency learning to better understand emerging trends and needs in safeguarding children and young people in Haringey.

Key Responsibilities of the CSPR Sub-Group

- Provide ongoing oversight and direction for Child Safeguarding Practice Reviews
- Oversee local safeguarding reviews, including threshold meetings, rapid reviews, and individual agency reviews
- Analyse emerging trends from CSPRs and Learning Reviews, and embed them into priorities and training plans
- Receive and review the final action plan from completed CSPRs, ensuring all actions are fully completed before submission to the HSCP Executive Group
- Receive presentations in relation to Safeguarding Adult Reviews (SARs) and identify themes which impact on both adult and children.
- Receive and consider the Child Death Overview Panel (CDOP) Annual Report.
- Remain accountable to the HSCP Executive.

Impact and Achievements

- Consider the impact of racial, ethnic, and cultural identity on the lived experiences of children and families, which will always be a focus of our work.
- As part of our commissioning process for Independent Reviewers we have ensured that all Terms of Reference now reflect the National Panel publication It is Silent Race, Racism and Racial Bias and Safeguarding Children recommendations.
- Further developed a CSPR tracker to capture key learning, themes. This enables us to monitor progress of all recommendations in existing SPRs. These themes help to drive the training needs analysis across the partnership.
- Collaborated with the PLWD Sub-Group to embed key learnings and identify shortfalls in practitioner training.
- Revised the existing HSCP Serious Incident Notification form.
- Revised the CSPR Guidance document in alignment with Working Together 2023.

- Implemented a threshold discussion template which provides the HSCP with an audit trail of activity following the receipt of the Serious Incident Notification Form.

Further development

The HSCP Business Manager and the Quality Assurance Improvement and Training Officer prepares an overarching position on the current CSPRs and has developed a paper which captures key themes which have been presented to the QPO and PLWD subgroups. The reason for this is:

- We are able to identify areas that require particular focus from the partnership such as the commonality of young people with complex mental health needs, neglect remains a consistent thread of concern, and domestic abuse is a significant feature.
- These themes will continue to drive the work of the partnership. The QPO subgroup through its performance framework will monitor partnership data and trends in relation to the above, whilst PLWD subgroup will continue to identify training required to enable our practitioners to identify signs of mental ill health, neglect and indicators of domestic abuse at the earliest possible opportunity.
- Clearly this is in line with our key strategic priorities and will remain so until 2027.

Housing Sub-group

The Housing Sub-Group, established in September 2023, operates jointly under the HSCP (Haringey Safeguarding Children Partnership) and HSAB (Haringey Safeguarding Adults Board). The Director of Housing chairs the group. The HSCP acknowledges that the right to a home is a fundamental human right. A high-quality, secure home enables individuals to establish roots within their community, access local employment, and provide children with a safe environment to play and learn. Good housing is integral to physical and mental health, and well-designed homes foster pleasant, secure neighbourhoods where residents can thrive. However, it should also be acknowledged that the borough of Haringey is in a similar

position to many local authorities across the country where housing demand is outstripping supply. The Housing Sub-Group was created to achieve the following outcomes:

Purpose

- To safeguard and promote the welfare of vulnerable children and adults and to gain assurance that safeguarding arrangements are effective across the housing sector in Haringey, providing assurance to the HSCP and HSAB in relation to Housing and Safeguarding.
- Continue to develop robust safeguarding joint working between housing and all partner agencies to ensure that the service provided is effective and helps to achieve positive outcomes for the most vulnerable families in our community.
- To enable representatives from multi-agency settings to meet to fulfil responsibilities to safeguard adults and children and to give housing a strategic voice on the HSCP & HSAB.
- The sub-group members who represent safeguarding partners will bring housing-related safeguarding issues to this forum, ensuring a continuous flow of information is shared.
- To acknowledge the value of service user feedback and staff insights to inform policies, procedures and practice.
- Ensure that activities help to support the delivery of the HSCP's Business Plan.

Impact and Achievements

- Efforts to address housing needs for SEND families in out-of-borough temporary accommodations in coordination with SEND Power and the Housing Acquisition Team. Work continues on addressing housing interactions for young people at risk of grooming.
- Data sharing initiative with the London Fire Brigade to identify and prioritise overcrowded and vulnerable tenants for fire safety visits.
- A direct impact of the work of the subgroup has led to a review of families presenting with high needs in temporary accommodation. This ensured that

these families were appropriately supported and were a priority to re-house more quickly.

- Following the implementation of the damp and mould policy, we identified all those families whose health was impacted by the damp / mould conditions of their local authority property and either supported them to transfer to an alternative residence or provided additional support services. The status of these families affected was regularly reported to senior managers within Children's Social Care.
- Ensuring that bespoke safeguarding training is delivered to housing colleagues across their range of departments as well as increasing awareness of the role that housing plays in working with families in the borough via the 'introduction to housing' briefings.
- Through a partnership with the London Fire Brigade, the housing subgroup tasked members from housing to identify a list of vulnerable families in overcrowded households and to share this with the London Fire Brigade. This ensured that these families could receive the best available support and target resources to those most at risk.



Joint HSCP and Haringey Safeguarding Adult's Board

The Haringey Safeguarding Adults Board (HSAB) and the Haringey Children's Partnership (HSCP) collaborate to ensure safeguarding is a continuous, coordinated effort across all life stages. While each board has distinct responsibilities, their joint commitment to protecting vulnerable residents and supporting families is reflected in biannual meetings. These sessions allow both boards to align strategies, address shared challenges, and ensure smooth transitions between services—particularly for young people moving from children's services to adult services and families needing multi-agency support. This joint approach strengthens safeguarding by promoting continuity of care, whole-family support, and shared learning from safeguarding reviews. It enables integrated responses to complex issues such as exploitation, housing insecurity, and mental ill health, while also improving resource efficiency through coordinated planning and service delivery.

Key Areas of Joint Work in 2024–25

The Transitions Programme: A Joint Initiative

A major focus of joint work this year was the development and implementation of a borough-wide Transitions Programme. This initiative was launched to address longstanding concerns about the experiences of young people moving from children's services to adult services, particularly those with special educational needs and disabilities (SEND), mental ill health needs, or care experience. Many young people do not meet the strict eligibility criteria for adult services, even though they remain vulnerable. Transitional Safeguarding aims to bridge this gap by ensuring that support is not abruptly withdrawn at age 18, and that services work together to provide a smooth, coordinated journey into adulthood.

Key Developments:

- **Dedicated Team:** A new team was established, including social workers and a team manager, with plans to expand to include mental health professionals and key workers.
- **Two-Phase Delivery:**
 - **Phase 1:** Focused on young people aged 14–18, particularly those with EHC (Education, Health and Care) Plans.
 - **Phase 2:** Will expand to include older young people and those with complex needs who may not meet statutory thresholds.
- **Care Act Assessments:** The programme aims to complete assessments this year, ensuring that eligible young people receive the support they need under adult social care.
- **Co-Production:** Parents, carers, and young people are actively involved in shaping the programme through an operational delivery group.

Strategic Improvements:

- A Disability Register is being developed to identify children from age 5 with additional needs, enabling earlier planning.
- Transition planning is being embedded into Education, Health and Care (EHC) Plans from Year 9.
- A transitions page will be added to the SEND Local Offer website, alongside a short video to explain the process to families.

- Co-production with parents and carers is central to the programme, with parent representatives contributing to planning and delivery.

Looking Ahead: Priorities for 2025–26:

- Expanding the multidisciplinary team to include mental health and employability specialists.
- Increasing the number of Care Act assessments and support plans.
- Strengthening early identification of young people who may not meet statutory thresholds.
- Embedding safeguarding risk assessments into all transition planning.
- Publishing a clear, accessible transitions pathway for families and professionals.
- Continuing to co-produce services with young people and their families.

Think Family: A Whole-Family Approach to Safeguarding and Support

Think Family is a borough-wide approach that recognises the interconnected needs of children, adults, and families. It ensures that services do not work in isolation but instead consider the whole family when assessing needs, planning support, and delivering interventions. The Think Family Protocol will be refreshed during 2026/27 following the completion of the Social Care Reform requirements which incorporates the Family First Partnership.

Why Think Family Matters in Haringey

Haringey is a diverse borough with a wide range of social, economic, and health challenges. Many families face multiple and overlapping issues, such as:

- Poverty and housing insecurity

- Domestic abuse
- Mental health difficulties
- Substance misuse
- Learning disabilities or special educational needs

In such cases, a siloed approach where services only focus on one individual or issue can lead to missed opportunities for early intervention and increased risk of harm. Think Family helps to break down these silos and ensures that families receive joined-up, compassionate, and effective support.

Progress in 2024–25

- Early Help Strategy Refresh (2024–2027)
 - The new strategy places Think Family at the heart of Early Help services.
 - Family Support and Youth Justice teams are working together to deliver whole-family plans.
 - A new “Early Help Journey” has been developed to map how families access and move through support.
- Workforce Development
 - Training on Think Family principles is now available to all social care teams.
 - Parenting programmes have been redesigned to reflect whole-family needs.
 - The Family Hubs programme has strengthened partnerships and improved access to support.
- Partnership Integration
 - Stronger links have been built between Children’s Services, Adult Social

Care, SEND, and Health.

- Substance misuse services have embedded Think Family into their practice.
- Health partners have aligned their work with the Supporting Families Programme.

Corporate Parenting and Care Leavers: A Shared Responsibility Across Haringey

Care leavers often face significant challenges as they transition into adulthood. As a corporate parent, the Council continues to act with the same care, commitment, and ambition as any good parent would. This means ensuring that care leavers have access to safe housing, meaningful opportunities, and trusted relationships. During the year, the Joint Board received an update on the development of Haringey's Corporate Parenting Strategy, which was co-produced with care-experienced young people. This group continues to play a vital role in shaping the Council's understanding of what good corporate parenting looks like. In Haringey, the Joint Board is committed to ensuring that care leavers are not only safeguarded but also empowered to lead fulfilling, independent lives. By working together across services, we can ensure that no young person is left behind.

Key Developments:

1. Whole-Council Engagement

- The strategy calls for every department and partner agency to understand and act on their corporate parenting responsibilities.
- This includes areas such as housing, leisure, digital access, and health.

2. The "Postcard Promise" Initiative

- Agencies are being invited to create a "Postcard Promise" that outlines their commitment to care leavers.
- This initiative encourages reflection on what corporate parenting means in practice and how each service can contribute.

3. Housing and Accommodation

- Concerns raised by care leavers about homelessness and unsuitable placements are being addressed through a dedicated Housing Subgroup.
- An action plan is being developed to improve housing pathways and ensure that care leavers are not placed in unsafe or unsupported accommodation.

4. Participation and Voice

- Care leavers are being supported to speak directly to services and decision-makers.
- Participation workers are helping to build bridges between young people and the Council, ensuring their voices shape policy and practice.

Next Steps for 2025–26

The Joint Board has identified the following priorities to strengthen corporate parenting in Haringey:

1. Launch the Postcard Promise across all agencies and monitor its impact.
2. Improve housing pathways for care leavers, with a focus on safety, stability, and choice.
3. Ensure access to leisure, digital tools, and community resources as part of a holistic support offer.
4. Embed corporate parenting training across the workforce, including in adult services and housing.
5. Continue to co-produce services with care-experienced young people and ensure their voices are central to decision-making.

Housing and Safeguarding - Why Housing Matters in Safeguarding

In Haringey, housing-related issues are increasingly recognised as central to safeguarding both adults and children. Poor housing conditions, homelessness, overcrowding, and insecure tenancies can all increase the risk of harm, exploitation, and neglect. For vulnerable residents such as care leavers, people with disabilities, survivors of domestic abuse, and families living in poverty, housing is often the tipping point between resilience and crisis. That's why the HSAB and the HSCP have made housing a key area of joint focus.

Progress in 2024–25

New Housing Policies to Support Safeguarding

- **Vulnerable Tenants Policy:** Designed to identify and support tenants at risk of harm, including those with safeguarding concerns.
- **Safeguarding Adults and Children's Policy:** Embeds safeguarding responsibilities across housing services and registered providers.
- **Housing Allocations Policy:** Approved for public consultation, with a focus on prioritising families with safeguarding needs.

Tackling Damp, Mould, and Unsafe Conditions

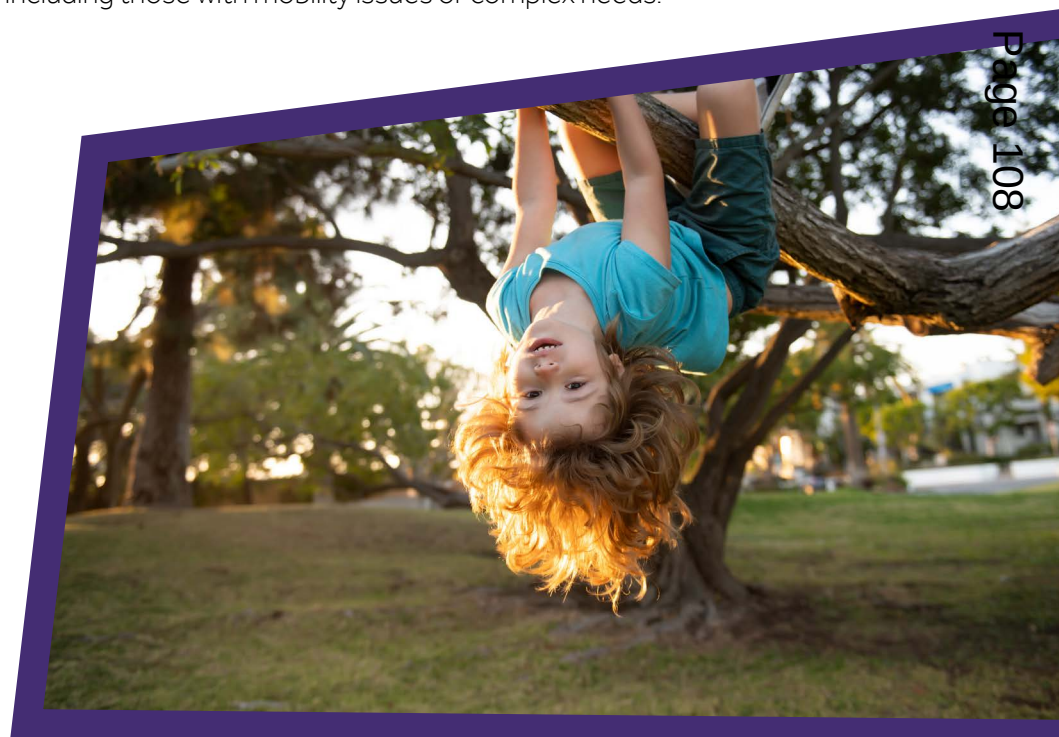
- Joint work is underway with registered housing providers to address damp and mould, particularly in homes where children or vulnerable adults are present.
- Cases involving SEND families are being prioritised, especially where poor housing is impacting health or education.

Responding to Exploitation and Criminal Risk

- Housing teams are working with the Multi-Agency Child Exploitation (MACE) panel to identify social housing tenants at risk of being groomed or exploited by gangs.
- This includes young people in temporary accommodation or those living independently without adequate support.

Fire Safety and Overcrowding

- Collaboration with the London Fire Brigade (LFB) has been strengthened to support overcrowded households.
- Fire safety checks are being targeted at homes with vulnerable residents, including those with mobility issues or complex needs.



Learning from Reviews: Rapid Reviews and Child Safeguarding Practice Reviews

The HSCP plays a vital role in commissioning and coordinating learning from reviews following serious incidents or child deaths, using mechanisms like Rapid Reviews, Local Child Safeguarding Practice Reviews (LCSPP), and Child Death Reviews. Understanding the circumstances of serious injuries or deaths due to abuse or neglect helps improve future responses by assessing the impact of various organisations on the child’s life and family. This process acknowledges necessary changes to practices and processes, incorporates learning from national reviews, and embeds this knowledge across the partnership. The HSCP is responsible for identifying and reviewing serious child safeguarding instances, commissioning, and overseeing the progress and outcomes of CSPPs, and establishing a local system of learning and reflection.

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

Child Safeguarding Practice Review (CSPP) Subgroup

From 1st April 2024 to 31st March 2025, the HSCP received 5 serious incident notifications where a Virtual Threshold discussion with Statutory Partners took place. Of the 5 cases referred to the HSCP, 5 resulted in a Rapid Review, and of these, 1 progressed to a CSPP which is currently in progress, whilst 3 followed an alternative approach and 1 notification was received in February 2025 and is being progressed at the time of compiling this annual report to a CSPP.

Additionally, we are engaged in a further CSPP led by another Local Authority and will bring back learning relevant to Haringey. Additional CSPP reports were concluded during the reporting period and are awaiting publication, delayed due to on-going criminal proceedings. In addition, we have 1 historic case which has now concluded, and consideration is being made to whether this independent

reviewer’s report should be published. The HSCP is engaged in communication with the National Panel about his particular case. Learning has been absorbed, and recommendations and action plans for these reviews are complete. The CSPP subgroup robustly monitors all current cases, and the executive group is appraised regularly regarding progress at all executive group meetings.

Rapid Reviews	CSPPs (Please note that 2 of the 3 CSPPs commenced end of 2023/24)
4 out of 5 Rapid Reviews were in respect of young people aged 13 to 17 with complex mental health needs and concerns relating to self-harm. Sadly 1 of these young people died as result of suicide.	2 out of 3 CSPPs were for young people aged 16 and 17
The most recent Rapid Review involved a young child who suffered physical injury and was impacted by parental mental ill health.	2 out of 3 were male
4 out of 5 were female.	1 out of 3 identified as Black or Black British-Caribbean 1 out of 3 identified as Dual Heritage 1 out of 3 identified as White European

Learning from Safeguarding Practice Reviews in 2024/25 (SPRs)

- In 2024/25 the SPR subgroup agreed to undertake a reflective look at the themes and learning from 2018 to 2025. We undertook an in-depth analysis of all SPRs, and Rapid Reviews completed within a longer timescale to gain a fuller understanding of the learning, challenges and themes.
- We have identified the following recurring primary features of the children's circumstances in the 21 Rapid Reviews and SPRs examined between 2018 and 2025:
 - 8 of the children impacted by mental health and this included either suicide or attempted suicide as well as self-harm and in one instance, body dysmorphia. Often this was accompanied by the child having experienced sexual abuse and / or child sexual exploitation.
 - 5 of the children experienced child sexual abuse
 - Parental mental health concerns also featured in 8 of the cases.
 - 7 of the children were impacted by a history of domestic abuse in the household with one occurrence of child perpetrated abuse towards their parent.
 - 4 of the children used substances and 3 of the cases related to parental substance misuse.
 - 3 children encountered serious youth violence coupled with gun crime, knife crime, multiple arrest history and stop and search.
 - 3 of the children had additional vulnerabilities such as learning disabilities.
 - Neglect featured in 7 of the children's experiences.
 - Schooling and accessing alternative provision were relevant for 4 of the children.
 - Housing instability was a concern for 4 of the children
 - 3 of the children were subject to child protection plans, 1 was a child in care and 2 were subject to child in need.
 - 7 of the children age 0 to 3 experienced non accidental injury.

- It is agreed that the SPR subgroup use this analysis to inform the wider HSCP subgroups of action required and ultimately for the Executive Group to be assured that the issues highlighted in this analysis are being addressed.

CSPR Learning Events

- Given the results of our analysis the HSCP plan an overarching learning event for practitioners in 2025/26 to promote the findings of this work. This event will help to further develop and improve our practice, knowledge and skills across the partnership with a focus on the impact of mental ill health.

Impact and Next Steps:

- The HSCP continues to capture the voice of the child in the work across the partnership. As part of our SPR process the voice of the child and their family wherever possible is always included in the final independent review reports. The impact of listening to children and their families about their experiences when in receipt of support services will continue to inform us where changes to practice, policies and process are needed.
- It is recommended that the primary concerns of the local reviews should drive the training needs for the partnership. Training could focus on the following topics delivered via a combination of commissioned training, bespoke awareness raising either face-to-face or via Teams, lite bite sessions, consideration as to how we could introduce some train-the-trainer sessions and 7-minute briefings:
 - Through case file audits both multi-agency and single agency, a best practice approach to record keeping will be a focus. The impact of this will be further improved evidence-based information sharing and evidence of robust decision making.
 - By making further improvements to multi-agency record keeping this will positively impact effective multi-agency working
 - The impact of improved training and awareness raising around children affected by mental ill health will enable practitioners to identify signs / behaviours at the earliest opportunity and so will receive appropriate care and support in order to help them achieve improved outcomes.

- The promotion of the Neglect Practitioner Toolkit will assist frontline practitioners to identify neglect at the earliest opportunity and target appropriate services to avoid drift and escalation.
- By embedding the Child Sexual Abuse Practitioner Toolkit complimented by appropriate training, our staff will improve the skills to identify child sexual abuse at the earliest opportunity.
- Continued training for our partnership practitioners in relation to understanding and identifying the impact of Domestic Abuse on children, young people and families will help to ensure that those affected will receive services and interventions at the earliest opportunity.

- We have revised the HSCP Escalation Policy to reflect escalating matters of concern earlier in the process
- Following the analysis of our SPRs and Rapid Reviews it was noted that a number of the children in a cohort aged 11-17 experienced contextual harm, and adultification. Clearly, the impact of these issues has now been recognised nationally and so from a local perspective the HSCP will continue to upskill professionals through multi-agency training, lunch time learning sessions and a more formal training provision for staff in specific roles.
- In 2025/26, the HSCP will further explore training that focuses on Trauma-Informed Practice.

Sharing the Learning from Safeguarding Adult Reviews and Child Safeguarding Practice Reviews

Both the Haringey Adult Safeguarding Board and the Haringey Safeguarding Children Partnership will continue to share learning from their respective safeguarding reviews. This will enable us to consider any recommendations relating to a change in process and / or practice and identify any gaps in safeguarding training.



How effective have our Multi Agency Safeguarding Arrangements (MASA) been in practice

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

→ Recognition and Branding:

- The MASA brand is now widely recognised across the Partnership, indicating a strong visibility and awareness across agency settings in Haringey.
- The HSCP website has been widely promoted across the partnership. This website contains a national and local guidance, multi-agency policies and procedures, links to accessing the HSCP training and a wide range of resources which contains information around safeguarding topics such as child sexual exploitation, domestic abuse, the neglect guidance and toolkit etc.

→ Meeting Participation:

- Attendance at Threshold meetings, Rapid Review Meetings and Child Safeguarding Practice Reviews reflect the high levels of engagement and collaboration. Additionally, there is strong attendance at Leadership and Executive Meetings held regularly throughout the year by senior members across the Partnership.

→ Rotational Leadership: Effective rotation of chairing responsibilities has been agreed by the three statutory partners at the HSCP Executive Group meeting. The three strategic partners are recognised as the delegated safeguarding partners (DSPs). We have the three lead safeguarding partners (LSPs) in place.

The DSPs and LSPs have met for their initial meeting to formally sign off our MASA document. The LSPs and DSPs have agreed to meet twice a year in 2025. All threshold meetings and Rapid Reviews ensure balanced leadership and diverse perspectives

→ Shared Ownership of Learning: There is a strong commitment across the partnership to learn from Reviews, with shared ownership in implementing lessons learned, leading to updated safeguarding policies and procedures based on findings from reviews and new legislative requirements.

→ Innovation, Expertise, and Challenge: Partners demonstrate innovation and bring expertise in their respective fields, contributing to quality conversations and respectfully challenging each other, promoting critical thinking and reflective practice. This dynamic fosters an environment where evidence-based practices are continuously evaluated and improved

→ Campaign and Initiative Support: The Partnership showed strong engagement in promoting the Neglect Strategy Campaign.

→ Commitment to Safeguarding: A strong commitment to safeguarding and a child-centred approach within a whole family focus is evident across the partnership

→ Revised Escalation Process: Our revised escalation process has been embedded across the partnership. Feedback indicates that we are embedding an effective process highlighting transparency and continuous improvement in safeguarding practices. Staff's more effective use of the escalation policy ensures prompt attention to concerns, fostering a culture of openness and accountability.

- Training Facilitation: Partners offer in-kind support and lead training sessions. To help us to continue to develop our learning culture across the partnership we are able to utilise the skills, knowledge and expertise of our own practitioners. Therefore, this allows us to enhance our overall training provision for our professionals across Haringey.
- MASA Conferences: The HSCP will host a MASA conference in the autumn of 2025 to help us reflect and evaluate how our Multi Agency Safeguarding Arrangements continue to embed the Haringey family. Through these arrangements we are able to focus on networking and shared safeguarding priorities, fostering continuous improvement and collaborative learning.
- Themed Audits: There continues to be a robust commitment to undertaking a range of single agency and multi-agency audits. The HSCP continues to facilitate two themed audits and two JOG audits annually. The findings from these audits result in actionable learning embedded across systems and agencies.
- Practice Weeks: We have continued our strong commitment as a partnership to facilitate two Practice Weeks per year. This enables professionals to gain a deeper understanding of individual roles and responsibilities, the opportunity to observe specific settings, network and further reinforce collaborative learning and practice improvement.

Impact

- Improved Outcomes for Children at risk is identified at the earliest opportunity
- Senior Leaders from all safeguarding partnership settings continue to support their frontline staff to develop a culture of learning and improving practice. The evidence of this can be found in our recent Section 11 audit.
- Multi-agency partnership work is effective in identifying children at risk of abuse or neglect and providing the right support at the right time.
- Services for children who need help and protection in Haringey are robust and the threshold guide for intervention is understood across the partnership
- There is significant multi-agency involvement in the chairing roles of various HSCP subgroups (e.g., PLWD, QPO, MACE, SPR, Housing), the impact of this clearly evidences shared ownership and responsibility across the partnership.



Engagement and Collaboration

The focus on capturing children's voices ensures their views are heard and acted upon, which is central to our statutory role and leadership. We leverage our resources and expertise to develop a robust data and performance framework and deliver comprehensive multi-agency training. Our representation spans across all HSCP groups, including Executive, Leadership, and Sub-groups, with the HSCP Business Unit managing administrative functions and support. As a partner of the Multi-agency Safeguarding HUB (MASH), we exchange information to strengthen and clarify processes and responsibilities for child safeguarding. Our multi-agency collaboration is evident through our attendance at various meetings and our roles as Chair, Co-Chair, and Vice-Chair in multi-agency HSCP groups, sub-groups, and task & finish groups.

We oversee the implementation and tracking of learning, ensuring continuous development through regular training, campaigns, and new initiatives. We facilitate learning opportunities, including two Practice Weeks yearly, and participate in thematic audits and observations. Agency locality teams are involved in multi-agency audits, supporting borough-wide safeguarding. We share information and reflect on serious incidents to maximize learning and implement effective practices. Our proactive stance against gender-based violence and our commitment to sharing best practices across the partnership are integral to our involvement and delivery of multi-agency strategic plans. Through consistent information sharing, we enhance safeguarding knowledge and practices.

The HSCP recognises the importance of multi-agency collaboration. Effective safeguarding depends on collaboration beyond core statutory partners, including housing, the voluntary sector, and other relevant agencies. Successful outcomes have demonstrated the value of working across and beyond local boundaries to address complex safeguarding concerns. The HSCP wishes to acknowledge the commitment and invaluable contribution from our partnership agencies which include the Health family, Children's Social Care, the Metropolitan Police Service, Youth Justice Services, Probation Service, the Voluntary Sector, the Local Authority including Education, Housing and Early Help.

Impact and learning from independent scrutiny arrangements

The Role of Our Independent Scrutineer

"Independent scrutiny should drive continuous improvement and provide assurance that arrangements are working effectively for children, families, and practitioners. It should also consider learning from local child safeguarding practice reviews, national reviews and thematic reports. The independent scrutineer or scrutiny group should be able to demonstrate knowledge, skills and expertise in the area being scrutinised and consequently add value to the work of local agencies." – Working Together 2023.

Up until December 2024, we retained the Independent Chair role, however in line with the new requirements under Working Together 2023, the HSCP published our MASA document and plans to implement the role of an Independent Scrutineer. The HSCP Independent Scrutineer is David Archibald who is responsible for leading objective and rigorous analysis of the local multi-agency arrangements for the Haringey Safeguarding Children Partnership, ensuring the statutory duties of the HSCP are discharged alongside other relevant legislation. This will be undertaken through objective scrutiny, acting as a constructive critical friend, promoting reflection to drive improvements, and reporting how well the safeguarding partners are providing strong leadership to fulfil their safeguarding children role.

During 2024/25, it has been agreed that our Independent Scrutineer will focus on the following areas during 2025/26:

- Scrutinise the implementation and effectiveness of our Multi Agency Safeguarding Arrangements across the Partnership whilst retaining a focus on our completed DfE Self-Assessment document
- Monitor and evaluate the implementation of recommendations from our Rapid Reviews and Safeguarding Practice Reviews
- Evaluate the quality and robustness of decision making with a particular focus on cases where child sexual abuse is an indicator

The Joint Operational Group (JOG) – Scrutiny and Assurance

The Joint Operational Group (JOG), chaired by the Principal Social Worker, conducts bi-annual audits and reviews of complex cases from a multi-agency perspective, fostering collaboration, information sharing, and a shared understanding of service quality. This process promotes best practices, strengthens professional relationships, and encourages multi-agency ownership, leading to positive changes in practice and benefits for children and young people. The group identifies themes, disseminates critical learnings, and establishes action plans for partners, with progress monitored by the QPO sub-group and cross-referenced with other quality assurance activities. The HSCP also considers multi-agency workshops to effectively embed this learning.

Case Themes for the Year of 2024-2025 - Mental Health, Substance Misuse and Exploitation (September 2024) and - Mental Health (March 2025)

Overall areas of good practice identified across the audits were:

- The importance of a safe space being available for the young person in school.
- Voice of the child was prominent throughout
- Relevant missing procedures were followed.
- Appropriate referrals made to Street Aunties and Sister System.
- Health services have evidence of good multi-agency work across their documentation.
- Police responded appropriate to the child as a victim of exploitation.

Overall areas for further development identified across the audits were:

- CS CIN process to be followed at an earlier stage by the social work team.
- Earlier identification and intervention when neglect became apparent in the early years at school.
- The need to better understand parental mental health/cognitive ability and the impact on the child/ren (Think Family Approach)

- Frontline Practitioners understanding of 'adultification'.
- The use of language that cares/matters
- Better transition planning when a young person is moving homes, so that they have adequate education and health services

Multi Agency Themed Audit: Domestic Abuse

Focus: The Domestic Abuse Themed Audit Frontline Questionnaire was completed to test out the staff knowledge of the range of services/ core offer, to Haringey Children and Adults who have experienced Domestic Abuse or perpetrated Domestic Abuse to see if these services are readily available. The survey was devised and sent out via the partnership to practitioners and 135 responses were received.

Learning:

Many practitioners understand the impact of domestic abuse on children and young people and feel confident discussing it with them and adult victims. However, confidence is lower when discussing domestic abuse with perpetrators. Therefore, it is crucial that practitioners are equipped with skills and knowledge to safely work with perpetrators, challenge harmful stereotypes, and hold perpetrators accountable. Training on separation from perpetrators and mitigating increased risk is also beneficial. Practitioners need to understand the processes and thresholds for referring to MARAC and MAPPA, and have working knowledge of support services, procedures, and referral pathways for children and young people affected by domestic abuse, as well as support for victims. This knowledge would enable practitioners to share relevant information confidently and help agencies manage risk and protect victims.

The HSCP acknowledge that the training of practitioners to confidently raise public awareness of domestic abuse continues to encourage open discussions, help victims recognise and acknowledge abuse, and aid both victims and perpetrators in accessing necessary support.

Forward planning 2025/26:

- We facilitated a practice week in March 2025 which focused on the impact of domestic abuse.

- In 2025/26 we are facilitating commissioned training focused on coercive control and the impact of domestic abuse on children, young people and families
- Bespoke training on completing the DASH Risk Assessment tool

Evidence of impact

- **Leadership:** Senior managers across the partnership demonstrate strong safeguarding understanding, embrace innovation, and focus on continuous improvement. The impact of this across the partnership has been evidenced by senior managers showing ambition and a commitment to excellence.
- **Training Offer:** A comprehensive Training Needs Analysis has been completed, with 2025/26 planning underway. The multi-agency training pool remains robust, with targeted sessions addressing specific needs. Partners actively shape and deliver these opportunities, which are highly valued, as evidenced by feedback
- **Haringey Collaborative:** Continues to promote Basic Safeguarding Awareness Training, enhancing the knowledge of Haringey's voluntary and community sector. The impact is that our colleagues within the voluntary sector have a greater awareness of identifying safeguarding concerns at the earliest opportunity.
- **Rapid Reviews:** The CSPR sub-group continues to enhance the effectiveness and timeliness of embedding recommendations from reviews into frontline practice. This will then link into the QPO subgroup who will measure the effectiveness of any changes to either practice or process.
- **Learning and Feedback:** Learning from Rapid Reviews and/or Safeguarding Practice Reviews are considered in the PLWD subgroup who will identify any training needs and seek to address any gaps / skills.

- **Forward Planning:** In 2025/26 the HSCP will facilitate monthly 'Lunch and Learn' sessions via MS Teams which will be open across the partnership and cover a specific safeguarding topic.
- **Performance Framework:** Further development of this document continues to identify trends both locally and enables us to measure ourselves against our statistical neighbours. The impact of this work enables the Leadership Group and Executive Group to be informed of progress against our key priorities and where appropriate to direct specific action is taken.
- **MASA Conference:** To take place in the autumn of 2025. This enables practitioners from across the partnership to come together and actively engage in shared learning, promote areas of strength and to talk openly and honestly areas where the partnership needs to develop.
- **Integrated Safeguarding:** Progress made in integrating responses to domestic abuse, physical abuse, neglect, children's mental health, and contextual safeguarding through multi-agency reviews, learning events, and early intervention. In 2025/26 the partnership will also have a strong focus on child sexual abuse in line with the National Panel publication entitled 'I wanted them all to notice'.



Feedback from children and families influencing service provision

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

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

Champions Model

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

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

Capturing the Voices and Lived Experiences of Young People

- **Children in Care Reviews:** Encouraging children and young people to chair their own reviews where appropriate
- **Voice of the Child:** Reinforced focus on capturing the voice of children, especially those with neurodiversity and children with disabilities
- **Multi Agency and Single Agency Audit Activity:** Evidence a clear focus on the voice of the child across the partnership

Youth Engagement Initiatives

- **Aspire Group:** A youth-led group for those aged 9-25 in care or leaving care, meeting monthly to engage with leadership and discuss emerging themes, now with approximately 70 plus participants
- **Child-Friendly Documents:** A range of agencies across the partnership have published specific documents in "easy read" format designed specifically for children and young people.
- **IT Adaptations:** Agencies continue to improve existing systems to facilitate better recording of the Voice of the Child, improving staff's ability to capture and use feedback effectively
- **Youth Council:** The implementation of a new Haringey Youth Council which held their first Youth Cabinet session with elected members.

- **Major Renovation Work** has been completed at Wood Green Custody Suite: This work has been carried out following discussions with young people and their voices were heard and were instrumental in the changes that have taken place to make the environment much less intimidating.

Education and Feedback Mechanisms

- **Feedback Systems:** Anonymous questionnaires and pupil voice initiatives gather feedback from children
- **Safeguarding Audits:** Now include pupil views as part of comprehensive assessments
- **VAWG Initiative:** Pupils have actively shaped the Violence Against Women and Girls (VAWG) Met Police promise initiative, ensuring relevant and impactful measures.
- **Youth Justice Service:** As part of the Youth Justice Inspection December 2024, it was highlighted that education work was commended as best national practice.



Strategic Planning and Impact

- **Strategic Integration:** Feedback from children and families is reviewed and integrated into strategic planning, ensuring policies are responsive to evolving needs.
- **Youth Justice Service:** Exit questionnaires show that a great number of young people felt involved in their plans. Additionally, to complement this work the Head of Youth Justice Service meets with young people on a quarterly basis to seek their views on the services they have received and whether any improvements could be made.
- **Early Help:** Feedback from families is collected via questionnaires and follow-up calls which continue to drive service improvements. Evaluation reports show evidence of the impact of our Early Help Strategy, Young people Early help, prevention and SEND at Risk Strategy and Safety Valve Programme
- **SEND Participation:** The SEND youth participation team, Elevated Youth, regularly updates the Haringey SEND executive, ensuring service developments reflect user perspectives.
- **Probation Service:** Annual Offender Surveys lead to improvements in sentence planning and increased service user involvement

Strengthening engagement with our education colleagues

In line with the requirements of Working Together 2023 the HSCP has continued to further strengthen the links with education given that a change in legislation in the future will mean that education will become the fourth key strategic partner. Schools, colleges, early years and childcare settings, and other educational providers (including alternative provision) play a crucial role in safeguarding children. Education is well-represented across the HSCP. We continue to foster a culture of continuous improvement and collaboration.

Key updates in the 2024/25 period

- An Education Consultant, a former headteacher, continued to be a member of a number HSCP subgroups and the Leadership Group to enhance and support school involvement in decision-making. This role was the conduit to liaise with and represent schools' views.
- The DSL Network continues to meet four times annually, with participation from nearly all schools, creating a strong collaborative platform
- Continue to utilise the bi-monthly Haringey Safeguarding newsletter, distributed to all DSLs and headteachers, providing valuable information and resources for safeguarding practices
- Local authorities have Local Authority Designated Officers (LADO) responsible for coordinating the response to concerns involving individuals working with children who may have caused harm. The LADO Service in Haringey has expanded to address increasing demand. At least half of the work that comes to the LADO service is from Education. The appointment of an Education LADO has made a positive impact.

Engagement and Collaboration at the Operational Level

- HSCP education representatives are present in all sub-groups and networks, including multi-agency auditing groups, practice weeks, and conferences
- Schools are supported to ensure their policies align with MASA arrangements and relevant legislation
- Staff and governor training is provided to meet local and national safeguarding requirements
- DSLs and designated teachers receive training from HSCP, fostering a shared understanding of levels of need and responses
- The HSCP Escalation Policy is in place for schools, with evidence of its effective use
- The Green Book has been reviewed in line with the requirements of Working Together 2023

Strategic Level Engagement

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

Forward Plan

- Enhance the representation of Education at the highest level of strategic decision-making, reflecting this in our structure and MASA

Funding Arrangements

Working Together 2023 mandates that funding from safeguarding partners should be equitable and agreed upon by the Partnership.

Partner Contributions and Budget Overview

In 2024/25, partner agencies continued to contribute to the HSCP budget, both financially and through 'in-kind' support. Efforts are ongoing to address equitable funding across the Partnership. Partners have found innovative ways to contribute, such as seconding a police staff member to the HSCP for 2.5 days per week, introducing a new role to focus on Quality Assurance Improvement and Training, chairing sub-groups, facilitating training and engaging in broader partnership work. The partners in Haringey acknowledge the financial challenges frontline services face, the increasing complexity of need, demand, and reduced central government funding.

The following Partners make contributions into the HSCP budget:

- Haringey Local Authority
- North London Foundation Trust (NLFT) (formally North London Mental Health Partnership)
- Metropolitan Police
- Royal Free London NHS Foundation Trust (formally North Middlesex University Hospital)
- Probation Service
- North Central London Integrated Care Board (NCL ICB)



Glossary

AD - Assistant Director

BC - Borough Commander

CAFCASS - The Children and Family Court Advisory and Support Service

CAIT – Child Abuse Investigation Team

CAMHS - Child and Adolescent Mental Health Services

CCE - Child Criminal Exploitation

CDOP - Child Death Overview Panel

CDR - Child Death Review arrangements

CLA - Child Looked After

CRC - Community Rehabilitation Company

CSC - Children's Social Care

CSE - Child Sexual Exploitation

CSP - Community Safety Partnership

CYP - Children and Young People

DCI - Detective Chief Inspector

DCS - Director Children's Services

DSP – Delegated Safeguarding Partner

EDT - Emergency Duty Team

EFH - Extra Familial Harm

EH - Early Help

FGM - Female Genital Mutilation

HSCP - Haringey Safeguarding Children Partnership

ICB - Integrated Care Board

JTAI - Joint Targeted Area Inspection

LA - Local Authority

LCSPR - Local Child Safeguarding Practice Reviews

LSCB - Local Safeguarding Children's Board

LSP - Lead Safeguarding Partner

MACE - Multi-Agency (meeting for) Criminal Exploitation

MASA - Multi-Agency Safeguarding Arrangements

MARAC - Multi-Agency Risk Assessment Conference

MASH - Multi-Agency Safeguarding Hub

MOPAC - Mayors Office for Policing and Community

MPS - Metropolitan Police Service NCL

NPS - National Probation Service

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

NHS - National Health Service

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

SAB - Safeguarding Adults Board

SCR - Serious Case Review

SEMH – Social, Emotional and Mental Health

SEND - Special Educational Needs and Disability

SYV – Serious Youth Violence

SSPM - Strategic Safeguarding Partnership Manager

VVE – Violence, Vulnerability and Exploitation

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

YJS - Youth Justice Service

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Children and Young People’s Scrutiny Panel

Work Plan 2024 - 26

1. Scrutiny review projects; These are dealt with through a combination of specific evidence gathering meetings, that will be arranged as and when required, and other activities, such as visits. Should there not be sufficient capacity to cover all these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further detailed development and scoping.		
Project	Comments	Priority
Under 1’s Provision	To review the provision of services for under 1’s in Haringey and to make recommendations for how these could be improved.	

1. “One-off” Items; These will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.	
Date	Potential Items
2023/24	
29 July 2024	• Terms of Reference • Appointment of Non-Voting Co-opted Member • Haringey Youth Justice Plan 2024-27 • Performance Update • Haringey local area SEND CQC/OFSTED Inspection Outcome
9 September 2024	• Cabinet Member Questions – Cabinet Member for Children, Education and Families • Haringey local area SEND CQC/OFSTED Inspection Outcome • Update on the key issues relating to Housing & Children
19 November 2024 (Budget)	• Budget Scrutiny

	• Haringey Safeguarding Children Partnership Annual Report 2023-2024
13 January 2025	• Cabinet Member Questions – Cabinet Member for Children, Education and Families • Exam and Test Results • Evaluation of Haringey’s Early Help Strategy
13 February 2025	• Further Update around Children’s Mental Health outcomes and developments underway for improvement. • Children’s Social Care; Annual Performance 2023/24 • Update on Youth Justice Service Inspection (Verbal)

2025/26	
14 July 2025	• Terms of Reference • Appointment of Non-Voting Co-opted Member • Cabinet Member Questions – Cabinet Member for Children, Education and Families

	• Performance Update – Looked after Children • Private Fostering Update
9 September 2025	• Q1 Budget & Performance Monitoring report (Finance). • Youth Justice Annual Plan - Progress report • Haringey Youth Strategy – Action Plan • Children’s Social Care; Annual Performance 2024/25
18 November 2025 (Budget)	• Budget Scrutiny • Haringey Safeguarding Children Partnership Annual Report 2024-2025
15 January 2025	• Exam and Test Results • Childcare Sufficiency Annual Report • Q2 Budget & Performance Monitoring report (Finance).
26 February 2026	• An update on the implementation of the Council’s Autism Strategy. • Cabinet Member Questions – Cabinet Member for Children, Education and Families