

09 September 2024

To: All Members of the Climate, Community Safety & Environment Scrutiny Panel

Dear Member,

Climate, Community Safety & Environment Scrutiny Panel - Thursday, 12th September, 2024

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

**7. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR TACKLING INEQUALITY AND RESIDENTS SERVICES (PAGES 1 - 52)**

To answer questions on the aspects of the Cabinet Member's portfolio that fall under the Panel's remit:

- Waste management and Recycling
- Fly-tipping and Waste Enforcement
- Highways
- Flooding
- Parking

Further focusing on the corporate delivery plan update for quarter 1. **This report is attached following publication for the Cabinet meeting.**

**8. PARKING STRATEGY AND POLICIES - UPDATE (PAGES 53 - 60)**

Report to follow.

Yours sincerely

Ayshe Simsek

**Report for:** Cabinet 17 September 2024

**Title:** Corporate Delivery Plan 2024-2026 Performance Update-  
Quarter 1

**Report authorised by :** **Jess Crowe**- Director of Culture, Strategy & Engagement  
**Nathan Pierce**- Chief Digital and Innovation Officer

**Lead Officer:** Margaret Gallagher- Head of Performance & Business  
Intelligence Margaret.gallagher@haringey.gov.uk

**Ward(s) affected:** All

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

## 1. Describe the issue under consideration

1.1 This report provides the first regular update on the Council's progress against the actions outlined in our Corporate Delivery Plan 2024-26.

## 2. Cabinet Member Introduction

2.1 Our Corporate Delivery Plan sets out a highly ambitious agenda for the council - putting into effect our vision for a fairer, greener Haringey.

2.2 We continue to deliver for our residents despite a challenging context. We are still facing increasing costs, high interest rates, a cost-of-living and housing crisis as well as the legacy of local government being underfunded. Despite this our performance update highlights some notable achievements include making good progress on our ambitious targets for building new council homes and investing to deliver retrofit improvements in our existing housing stock. We have increased the number of childcare places available and families' take up of their free entitlement to childcare. We are also improving our public realm through additional street lighting and increasing cycle hanger provision across the borough.

2.3 However, it is important that we are transparent about where we have not achieved the milestone or timescales we expected to, with an explanation of why this is the case. This report highlights those areas, as well the positive progress made across all eight themes.

## 3 Recommendations

3.1 Cabinet is asked to note the high-level progress made against the delivery of the commitments as set out in the Corporate Delivery Plan 2024-2026 as at the end of June 2024.

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

4.1 Not applicable – regular reporting

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

5.1 Not reporting: This would not allow us to track progress against outcomes that we are committed to in our Corporate Delivery Plan as outlined in section 6.16 onwards.

#### **6 Background information**

6.1 This paper is a progress update on delivery of the Corporate Delivery Plan 2024-2026 (CDP). This is the first report looking at progress on an exception basis under the eight themes in the new Corporate Delivery Plan which was agreed by Cabinet in July 2024. You can find the final document on our website [here](#).

6.2 It is accompanied by an appendix showing RAG ratings covering time, budget, resources, benefits and risk alongside some commentary evidencing the progress made in Quarter 1 (April to June 2024). The updates reflect the position on delivery against the 187 lines of activity and milestones as set out in the CDP.

6.3 On the whole good progress is being made across all themes and 187 activity lines with 64% of outcomes having been rated as Green overall and a further 27% rated Amber. 16 activity lines or 8% have been specified as needing attention (Red) and are not currently on track to achieve the specified outcomes or there are some risks to delivery. In addition, 3 activity lines have been reported as completed and six milestones to be delivered in Q1 were met.

6.4 Trend and key performance indicator data will also be tracked to monitor the direction of travel. But as this is the first report against this new CDP, this information will follow in future reports.

6.5 The Corporate Delivery Plan (CDP) was agreed by Cabinet on 17 July 2024. The CDP is an ambitious plan for making life better for residents in Haringey. Our new performance framework has been amended to align more closely to the change reporting framework and to give us more consistency and assurance when looking at capital and MTFS reporting alongside delivery of CDP activity.

6.6 Following on from the monitoring of the previous CDP that finished in March 2024, we continue to report on activities and commitments as set out in the CDP evidenced by metrics. In addition, we will also highlight risks to delivery as well as any budget or resourcing issues. This approach allows us to track progress against the commitments made in the CDP with early warning of any risks or delivery issues. This will allow residents and others to easily track the Council's delivery across the eight themes.

**6.7** Haringey's Corporate Delivery Plan sets out our organisational delivery plans for the two years 2024 to 2026. The Delivery Plan includes the outcomes we are working towards as an organisation; the activity planned to deliver these outcomes; the senior responsible officer and Cabinet Member, key milestones and delivery dates. The plan is organised around the following themes:

1. Resident experience and enabling success
2. Responding to the climate emergency
3. Children and young people
4. Adults, health, and welfare
5. Homes for the future
6. Safer Haringey
7. Culturally Rich Haringey
8. Place and economy

**6.8** There is an associated KPI dashboard to track the direction of travel on agreed metrics which are designed to drive the strategic discussions around progress over the longer term, but the performance update continues to be wider than reporting solely on metrics or key performance indicators as we have in the past.

**6.9** Leads (i.e., named Assistant Directors) and their teams have been asked to provide updates on each of the 187 CDP Activity lines. A Red Amber Green (RAG) status approach to measurement has been used. This is a self-assessment of progress based on set criteria against five items: time, budget, resources, risk and benefits with an overall RAG calculated based on the RAGs assigned to each of those factors.

**6.10** Appendix 1 sets out the criteria and definition for the assessment of RAG status against all activity lines. A Red RAG status is not a sign of failure but reflects our ambition to be transparent about some of the challenges and areas where we are unable to evidence progress against the milestones or specific elements of projects or activities at this stage.

**6.11** Appendix 2 is a high-level summary of progress across the eight themes. This illustrates the proportion of outcomes within each theme that have been RAG rated Red, Amber or Green overall. As previously some themes have larger numbers of activities/ commitments attached to them than others.

**6.12** Appendix 3 shows the updates relevant to the 187 activity lines as specified in the Corporate Delivery Plan.

**6.13** Appendix 4 contains high level summaries provided by Directors which aim to aid understanding of the key successes and challenges being seen in the last period.

**6.14** In addition to our CDP, new arrangements have been introduced by the Government's watchdog the Office for Local Government (Oflog). The stated purpose of Oflog is "to provide authoritative and accessible data and analysis about the performance of local government and support its improvement." The data can

be viewed at Home - Local Authority Data Explorer - GOV.UK. We will report on this information in future Cabinet reports as the information they use is not updated frequently.

6.15 What follows is a summary of highlights and challenges set out by themes and outcomes as they appear in the full Corporate Delivery Plan Outcomes in Appendix 3.

### **6.16 Theme 1. Resident Experience and Enabling Success**

6.17 Outcomes:

- A supported and developed workforce
- Opportunities for Residents to participate in decision making
- Excellent resident experience

6.18 Highlights:

- Develop a Digital Strategy to outline the principles and guidelines governing the use of digital technologies. (GREEN)
- Continuing development of our Knowing our Communities work (GREEN)
- Implement a revised Feedback Improvement Plan. (GREEN)
- Website improvement project improving user experience for visitors to haringey.gov.uk. (GREEN & COMPLETED)
- Deliver Equality, Diversity and Inclusion (EDI) Action Plan. (GREEN)

6.19 In April 2024, Digital implemented a new Digital Policy, which was signed off by the Corporate Leadership Team (CLT). This policy sets the foundation for our digital transformation efforts, establishing clear guidelines and objectives to guide our initiatives. In July 2024, Digital introduced a new organisational governance process to ensure accountability for the entire digital estate. This governance process will have a significant effect through:

- Ensuring efficient re-use of technologies, services, and patterns across products and translating between the business and digital domains
- Better decision making
- Improving accountability
- Optimising resources
- Increasing transparency in digital purchasing and delivery

6.20 Work will soon commence on the Digital Strategy that ties this all together. This will include distinct roadmaps to address the organisations future digital architecture, improving our digital maturity across a range of areas and focused, substantial improvements to the residents' experience of interacting with the council. Development of the digital strategy begins in October 2024, with a draft strategy ready for engagement and socialisation by early 2025.

- 6.21 An initial programme of work to build our knowledge of the borough and our communities was completed in 2023, but work has continued to enhance and promote the insight available. The Knowing Our Communities (KnOC) hub <https://intranet/about-council/knowning-our-communities> brings together the latest Census data, state of the Borough analysis, data analysed at a ward level and other data sources e.g. the Resident's survey to build a granular picture of our communities, their needs and their views.
- 6.22 The enhancements to the KnOC insight portal include additional and latest data (June 2024) in the ward profiles and a new Community Profile Dashboard which should be ready for publication in Quarter 2. In addition, postcode level insight and area profiles have been added to the directory to extend the available content. This insight material is readily available to officers, Members, partners, and the community and continues to be accessed and used as a resource for assessment of evidence and an understanding of what the data tells us about our communities and where they are in the Borough.
- 6.23 The new corporate website is now live for residents and the team continue to release new and improved content. The continuous improvement roadmap contains further new features such as "directories" and "microsites" which will further enhance resident experience. The team will carry out annual service reviews to ensure that content remains accurate, accessible and easy to find. This project has now closed (completed) and moved over to "business as usual".
- 6.24 Revising the Feedback Improvement Plan has resulted in a robust and thorough Service Plan, with a new Feedback Policy approved by Cabinet on 16th July. The Feedback Improvement plan has 6 key themes:
- Reducing unnecessary contacts,
  - Improving timeliness and quality of responses,
  - Improving the member experience,
  - Maximising the value of the Corporate Feedback Team,
  - Implementing the new complaint handling codes
  - Improving our Ombudsman performance.
- 6.25 Progress against these areas is being reported quarterly to CLT. The Q1 data shows some improvements in Adult Social Care, Children's Social Care and Ombudsman decisions. The Local Government Ombudsman (LGO) data for Q1 shows that of the 25 cases in which a determination was made, 12 were upheld in some capacity. Compared to the same quarter last year we had a greater number of cases not upheld which is an improvement suggesting that the work we are doing at the earlier stages of the complaint is resulting in less findings against the council once escalated to the LGO.
- 6.26 For the Housing Ombudsman, of the 19 cases for which the council received a determination in Q1, 17 of these were upheld in some capacity. There have been fewer upheld determinations compared to Q1 last year but of the 17 received this quarter, 5 were major maladministration cases all relating to the handling of repairs. The annual feedback report will be going to Cabinet in October, and then to Overview and Scrutiny Committee in November.

6.27 In terms of delivery of implementing a revised Feedback Improvement plan, the Q1 milestone was met, and work is on track to meet other milestones including the delivery of a new case management system, so this activity has been rated Green overall to reflect the on-going efforts to improve the Council's performance in relation to feedback and Amber for resources and benefits.

6.28 The EDI action plan is in progress and is an ongoing action. It is core to the delivery of the Council's recently approved Workforce Strategy and will be specifically considered at directorate level in the Workforce Action Plans which will be developed during 2024/25 and 2025/26.

6.29 Challenges:

- Deliver years one and two of the Resident Experience change workstream. (RED)
- Implementation of the Procurement Modernisation Programme (PMP). (RED)
- Work towards successful delivery of new civic centre (RED) and
- Develop internal and external digital skills and inclusion strategy and action plan in partnership with NHS/ICB. (AMBER)

6.30 Work on the Resident Experience (RX) change programme is under way, including defining an RX digital pipeline. Work is needed to establish a programme baseline and develop a detailed business case and milestone tracking. At the end of Quarter 1 resources were rag rated Red with the programme not being fully resourced.

6.31 The Procurement Modernisation Programme is focussed on preparing the organisation for the new Procurement Act which is new national legislation that comes into effect from October setting how the Council will carry out the tender process of new contracts and contract management arrangements. The changes when implemented will strengthen compliance and governance of the Council's spend with external suppliers. There are currently some challenges with the implementation of the new system to support the programme and the original implementation date of early October is delayed but a revised plan is being developed.

6.32 Internally, a new governance process is being developed to ensure that all contract spend provides value for money. This will involve greater oversight of new contracts for forward planning, improved market management, reduced use of direct awards and extensions and increased monitoring and reporting of existing contracts.

6.33 The civic centre project has been rated Red for time and risk meaning that the overall rating is Red as there is some risk attached to delivery of this programme although the first milestone is not until April 2026. There is a positive direction of travel on this programme with the latest position being reported as an Amber rating on both the change and capital programmes updates in July.

6.34 Digital have developed a draft action plan / strategy despite no dedicated resource for digital inclusion. The status for this work is shown as Amber due to

lack of resource and budget dedicated to digital inclusion. The live digital restructure will provide a Digital Inclusion Manager who will be dedicated to this work, thus mitigating this issue. Further resource will be needed to support the initiatives identified and this can come from other agencies outside of the council. The timeline for a draft strategy ready for socialisation is subject to the restructure but indicative timescales are October 2024.

## **Theme 2. Responding to the Climate Emergency**

### 6.35 Outcomes:

- A zero carbon and climate resilient Haringey
- Expanding Active Travel
- A cleaner low waste Haringey
- A greener Haringey
- Better air quality in Haringey

### 6.36 Highlights:

- Improve access to secure cycle parking across the borough. (GREEN)
- Make Haringey more resilient to flooding through investment in drainage infrastructure and delivery of flood protection schemes. (GREEN)
- Improve walking environment including engagement, consultation, and delivery of several projects to improve pedestrian safety and accessibility. (GREEN)
- Develop and deliver community involvement in maintaining and updating existing roadside verges, planters and pocket parks and create new pocket parks, parklets and planter locations that are maintained by local communities. (GREEN)
- Increase recycling in the borough, implementing the Reduction and Recycling Plan (RRP). (AMBER)

6.37 We have 306 cycle hangars on Haringey's public highway, each one can store 6 cycles. In 2024/25, there are plans to install 150 cycle hangars subject to the outcome of consultation, which are planned to be undertaken in batches. Batch 1 of 31 Hangars is out to consultation, batch 2 which is 100 hangars is due in September.

6.38 Programmes for flooding resilience have been agreed at Cabinet. Assets maintenance programme investigations are underway with delivery of resultant works ongoing throughout the remainder of the financial year. Annual cyclic cleansing works are underway and progressing in line with the programme. Design of flood mitigations schemes is also underway and public engagement will commence after the summer although some risks exist regarding outcome of public engagement.

6.39 Programmes for improving the walking environment have been agreed at Cabinet. Planned footway projects have commenced implementation and will be ongoing for the rest of the financial year. Zebra crossings projects are under consultation and protection at junctions through double yellow lines has commenced delivery on the street.

6.40 Four community gardening projects are active, three of these greenspaces are in Tottenham. The project overall has targeted areas with less access to greenspace i.e. East of the Borough with targeted engagement having taken place on Northumberland Park Estate N17, Ermine Road and Plevna Crescent N15. Project space in Northumberland Park is currently being developed with Women with a Voice, with all attendees from black and minority ethnic communities so far. Gardening sessions have supported a wide range of residents, including the over 50's, (bringing isolated residents out) as well as working with local businesses, charities and CIC's.

6.41 Haringey's reduction and recycling plan outlining activities over the next two years is now available. A waste strategy is also being developed for Haringey's new waste services and how they will contribute to destination 50%. In Q1 food waste recycling was promoted and the service tackled dry mixed recycling contamination using stickers and digital platforms for the 'keep a happy bin' campaign. The service worked with the local community encouraging recycling during Passover and supported the Go Green festival providing both groups with caddies, liners and other recycling aids to promote our services. Haringey's household waste recycling rate as published by OFLOG was 30.2% in 2021/22 slightly below the median for similar authorities (31.8%). The current recycling rate figures are being verified and will be available for the next report.

6.42 In Quarter 1 the service contacted all the current garden waste customers to ensure that existing subscriptions are maintained and have targeted potential new subscribers through outreach work whilst continuing to publicise the TRAIID home textiles collection service which has seen an increase in tonnages compared to the same period last year. In addition, the bin audit data undertaken in 2023 was used to identify housing estates that will be reviewed for food waste and to improve current waste and recycling facilities. Whilst this activity has been rated Amber overall these and other related actions are expected to have a positive impact on the recycling rate.

6.43 Challenges:

- Deliver an action plan to electrify the Council's fleet. (RED)
- Deliver a borough Action Plan to manage overheating risk (AMBER)
- Develop a Borough Idling Plan (RED)
- Introduce Healthy School Zones (RED)
- Deliver Council Housing Energy Action Plan (AMBER)

6.44 There are no resources currently in place to electrify the Council's fleet, and electrification is currently unaffordable. This activity relates mostly to parks and corporate vehicles and delivering an action plan. Due to resourcing and high relative costs this activity has been rag rated Red for this period for non-delivery.

6.45 The GLA has identified that Haringey is 12th most at risk authority from a changing climate in London. The council has adopted a Heatwave JSNA, highlighting the community / infrastructure most at risk from overheating. This activity has been rag rated Amber indicating that there are some risks around delivery of this activity at this stage.

6.46 Deliverability of both the Borough Idling Plan and the introduction of Healthy School Zones is based on the outcome of MTFs discussions. Although both these projects have milestones set in the future, as resources and risk have been rated Red for Q1, this translates to a risk to delivery of these activities at this stage.

6.47 The HEAP delivery plan is behind schedule due to resources to deliver so rag rated Red on time. However, the Coldfall project is going ahead and making meaningful impact on the community. This pilot project for retrofit of 289 properties, part funded through our successful SHDF bid, is in design stage with SHDF Wave 3 bid scoping having commenced but a date for submission pending announcement by government. The 2024/25 Planned Investment Programme includes Decent Homes related works for 700+ Council owned homes. These works include heating upgrades and external works (windows, doors, roofs). This is in addition to structure works being undertaken on a number of blocks and our programme of carrying out extensive works on 14 void properties.

### **6.48 Theme 3. Children and Young People**

6.49 Outcomes:

- Happy childhoods
- Best start in life
- Successful Futures

6.50 Highlights:

- Increase the number of secondary school places for children with autism and social and emotional mental health needs (SEMH). (GREEN)
- Increase the number of childcare places and increase families' take up of their free entitlement to childcare. (GREEN)
- John La Rose Award to continue ensuring that young people from lower-income backgrounds have the resources to enable them to study at university (GREEN)
- Develop an action plan related to unaccompanied asylum-seeking children (UASC), ensuring that they receive a specialised social work service, including appropriate accommodation. (GREEN & COMPLETED)
- Develop a plan related to supporting the financial stability of young people leaving care. (GREEN & COMPLETED)

6.51 There are two secondary school provisions being created, each of these will be on track to deliver 34 places, supporting children with Autism and children with

Social and Emotional Mental Health (SEMH), with a delivery date of September 2026.

6.52 Funding agreement between the school diocesan & Haringey is in the process of being approved which will allow the school to start renovations work on the SEMH. New negotiations are also taking place for an additional provision of 34 secondary school placements, with a business case in development to be submitted to Cabinet for approval aligned to the additional £2.07m received from DfE. If these negotiations are successful this will mean that in the next 5 years Haringey will have 3 secondary provisions, supporting a mixture of need.

6.53 A new childcare programme for working parents of 2-year-olds was introduced in April 24. For Summer 2024 we continue to see good uptake of 3- and 4-year-old free childcare or early education at 82% and the uptake for 2 year olds remains high at 72%.

6.54 The Council continues to support 14 students starting University each September for 3 years. 4 of these students are supported by private donors.

6.55 Activities relating to plans for UASC and financial stability of young people have been completed with the UASC action plan developed and implemented as part of business-as-usual activity with aspects of the plan being cross cutting with partner lead professionals from Housing and Health.

6.56 The corporate parenting strategy monitored through Corporate Parenting Advisory Committee and the CP Members Champion has a clear plan that is executed as part of business-as-usual activity to meet the statutory responsibility for care leavers. This was recognised by the DfE care leavers national advisors and the plan commended.

#### **6.57 Theme 4. Adults, Health, and Welfare**

6.58 Outcomes:

- A healthy and active population
- Secure and resilient lives
- A welcoming borough with a vibrant voluntary and community sector
- Vulnerable residents are supported to thrive

6.59 Highlights:

- Establish initial Wellbeing Model offer to inform the operation of the borough's leisure centre facilities and encourage use of parks and green spaces. (GREEN)
- Finalise and sign off Haringey Health and Wellbeing Strategy. (GREEN)
- Reduce Gambling Harms by commencing the community awareness-raising campaign. (GREEN)
- Create a co-produced Carers Offer and Forum. (GREEN)

- Develop and implement an anti-racism partnership action plan. (GREEN)
- Services will be redesigned to deliver localities model to improve connections and understanding with the local community, designed with resident participation and incorporating Assistive Technology. (GREEN)

6.60 A wellbeing model is being designed and is on track to meet its deadline in 2025. A new set of webpages are being drafted with Public Health to align with the launch of the new inhouse leisure service. Consultation on Haringey's Health and Well-being strategy themes have been completed. The draft Health and Wellbeing Strategy is due to be taken to September Health and Wellbeing Board for sign off.

6.61 The gambling harms programme have a gambling harms and access to services leaflet in libraries, pharmacies and services. Gamcare have attended a number of events to run a stall and engage with the community. We are in the process of developing an article about gambling harms and support services in various publications and e-newsletters. By the autumn at least one public 'gambling harms' webinar will be completed.

6.62 Haringey Co-Production Carers (HCPC) were formed in April 2024. The group consists of 16 Carers who represent a broad range of carers from across Haringey with many different caring responsibilities. HCPC were trained by our partners Community Catalysts and facilitation was provided for the group to set out the vision and charter for the group. The group meets once a month to be accessible for carers who work, allowing for those who may find it challenging to meet on weekdays. The group are currently forming project plans for a range of projects to support unpaid carers across Haringey.

6.63 On the anti-racism partnership work, three meetings have been held with partners since March 2024 to develop a draft action plan and an anti-racism statement for Haringey which is now at sign-off stage.

6.64 The Racial Equity in Health and Care Group continues to meet quarterly with data and insight work progressing well, this will be further developed with secondary use of health data. Localities as a model has already been implemented, at least in its first phase and work internally to develop pathways, processes and policies continues before wider communication to ensure internal working and connection of the model. Some phase two work was brought in early (FRT) that has created some significant pressure we had not planned for, but this aids in resolving some significant risk in the front door. A 3-month review was undertaken on 18 July, this activity has been rated Green as on track at Q1.

6.65 Challenges:

- Refurbishment of the Canning Crescent clinic to create a new Adult Mental Health Facility. (RED)
- Income maximisation delivery group workplan and implementation (RED)

6.66 The refurbishment of Canning Crescent clinic has been rag rated Red at the end of Quarter 1 suggesting some on-going risks to delivery and resources.

However timelines have been revised and this project is on track against the new schedule which has a delivery date of January 2025. The program is also showing a positive direction of travel with ratings changed to Amber on the Capital programme reporting as at July.

6.67 The Income maximisation workplan has been rag rated Red owing to capacity and resource issues albeit a number of income maximisation campaigns have yielded some extremely positive results for residents for example Phase 1 of the Pension Credit campaign led directly to 368 households claiming their entitlement and brought an extra £1.9 million into the pockets of those residents.

## **6.68 Theme 5. Homes for the Future**

6.69 Outcomes:

- Improve social housing and the Private rented sector
- Building high quality sustainable homes
- Reliable customer focused resident housing services
- A reduction in Temporary Accommodation.

6.70 Highlights:

- Deliver retrofit improvements in our housing stock. (GREEN)
- Building new council homes. (GREEN)
- Reduce rent arrears and boost income collection rates. (GREEN)
- Improve standards in TA by increasing the number of tenancy audits and improving void turnaround time. (GREEN)

6.71 The Council has been successful at securing external funding to deliver measures for our tenants and residents. We are working with SHINE London, to deliver measures, with a focus on families who are underrepresented. Outreach work has been most beneficial with the elderly and those with long term health issues. These initiatives, along with our decent homes programme, will directly contribute to carbon reduction by improving energy performance and reducing fuel poverty.

6.72 Regarding the Housing Improvement Plan and associated metrics, there have been reductions in the voids backlog, improvements in income collection performance including implementing a new pre-action protocol and extra resources were put in place to bring about reductions in disrepair cases. Compliance performance remains strong and there has been a substantial reduction in the percentage of non-decent homes from 32% as at 1/4/23 to 21.6% by 31/3/24. This was achieved through a combination of works and targeted validation of the stock condition data from which decency is calculated.

6.73 Work is progressing to achieve target completions and handovers to more than 700 homes by 1st February 2025. This will enable the creation of the aftercare, voids and repairs team and ensure that the necessary contracts are in place by 30th November 2024. This activity is reporting on track to ensure Starts on Site for

March 2025 for 70 new homes and submission of planning applications for 100 new homes by 31st March 2025.

6.74 On rent arrears, the income collection team improved performance across the year (2023/24) and exceeded the target of 97% with a year-end performance of 97.4%. For the current year (2024/25), the service has been above target or within tolerance for 2 of the 3 months so far, have been collecting income at a higher level than the equivalent months last year, and are seen as likely to achieve the new target of 97.5% for 24/25. The service has also started using a newly introduced rent analytics system called Rent Sense and it is anticipated that this will help the service further boost collection rates and arrears collection as the year progresses.

6.75 To improve standards in temporary accommodation, two dedicated officers are in place to visit nightly paid accommodation and undertake occupancies checks. The service is also working with IT to generate a report from our NEC system which will support a robust tenancy audit programme.

6.76 Challenges:

- Reduce the use of bed and breakfast (B&B) and move those in B&B to alternative TA or Permanent Accommodation (RED)
- Improve access to private rented sector accommodation as a long-term housing solution by improving our offer to landlords and working with landlords raising their awareness of our offer. (AMBER)
- Deliver our Decent Homes programme. (AMBER)

6.77 The use of bed and breakfast project milestones have not been met due to continued high demand, lack of alternative TA supply and private rented accommodation alongside a delay in the mitigations factored into these targets (new builds, voids and modular TA). The average length of stay in B&B at the end of June was 14 weeks and is on an increasing trajectory. However, we are expecting some of the mitigation factors to gain momentum and aim to have halved the number of households in B&B by year end.

6.78 Improving access to private rented sector accommodation will now form part of a Temporary Accommodation sprint with a programme developed to support this. We have started to review borough offers and have started to work with the communications team on promotions.

6.79 As at end of Q1 2024/25, 58 homes have been made decent in the year to date, against a target of 700 for 2024/25. Works are continuing to Noel Park Pods and new internal and external capital schemes are due on site later in the year although there has been some slippage due to procurement delays. Extensive block refurbishment work project at Kenneth Robins and Stellar House are due to commence Quarter 4 2024/25 and a programme of rolling stock condition survey is planned to commence in Quarter 4 2024/25 to ensure stock data is accurate and up to date. A forecast decency profile with costs through to 2028 is available.

6.80 To enable delivery of 100% decent homes by 2028, the procurement of four long term (10 year) Partnering Contracts is planned to commence in Sept/Oct 2024

following the completion of the LCP framework procurement. Start on site for the appointed contractors is expected in Quarter 2 2025/26. Delivery against the Decent homes programme has been rated Amber overall as there are some risks and potential timing issues, budget has been rag rated Green for this period.

## **6.81 Theme 6. Safer Haringey**

### **6.82 Outcomes:**

- Secure and supported Communities
- A reduction in violence against women and girls (VAWG)

### **6.83 Highlights:**

- Invest in street lighting, changing streetlights to LED and installing additional lighting in areas where residents don't feel safe. (GREEN)
- Develop a new training offer to raise awareness and support professionals and residents in accessing the diverse VAWG services available (GREEN)
- Increasing trust and confidence in the local authority and policing with communication and visibility activities like engagement events, community forums, and weeks of action (WOA) where activity is focused on a specific area. (GREEN)

6.84 The programme for street lighting works has been agreed at Cabinet with 19 locations where works will include improving lighting levels with designs nearly completed. Programmes have been agreed with the contractor and equipment has started to be ordered putting this programme on track to deliver as scheduled by March 2025.

6.85 The latest data on domestic abuse offences in the 12 months to June 2024 shows 2871 offences in Haringey, a small reduction on the same period last year but slightly above the average for London (2719). Non-domestic abuse- violence with injury shows there have been 1672 offences in the year to June 2024 in Haringey which again is a slight reduction on the same period the year previous (1796) but is also slightly above the average for London (1606). On domestic violence with injury the number of offences is lower, 712 in the last year down slightly from 730 the previous year and again slightly above the London average of 685.

6.86 The Haringey Safeguarding Children's Partnership is exploring the commissioning of training on the intersection of VAWG and Children and Young People. A Domestic Abuse Housing Association (DAHA) accreditation process is

being undertaken which requires Council staff to be trained in Domestic Abuse alongside which the strategy is considering a potential introduction of a VAWG resident's group. The DAHA has a number of standards and framework some of which relate to housing pathways and making things clearer for Independent Domestic Violence Advocates (IDVA) teams and residents.

6.87 A small working group is developing the training offer to meet the breadth of training needs required by both the DAHA accreditation process and the Council's Domestic Abuse policy. As part of the DAHA standards this action point is covered within the framework and DAHA priority areas needed to achieve the accreditation. The timelines for delivery will reflect the DAHA action for 2026 so although this outcome has been rated Green for Q1 there is overlap with some aspects of the DAHA and therefore the milestone for delivery of this specific activity by March 2025 may not be fully achieved.

6.88 Haringey has a range of diverse VAWG services available to residents, including Independent Domestic Violence Advocates (IDVAs) who provide holistic victim-centred support, and refuge which provides safe accommodation for victims and children who flee their homes.

6.89 In terms of access, the number of new cases for Q1 2024-25 are as follows: Galop LGBT+ IDVA - 6; Solace floating support - 35; Young Women & Girls IDSVA - 21; London Black Women's Project floating support - 2, London Black Women's Project refuge - 2; Solace refuge - 9; IRIS - 11. Data is currently outstanding for Nia and Imece IDVA services. The total (minus Nia and Imece IDVAs) equals 86 new cases in Q1.

6.90 Work to increase trust and confidence in tackling crime and anti-social behaviour is progressing and on track to deliver. Days and Weeks of action are taking place to promote visibility and enforcement action with location of concern meetings and Ward walks. Work with the Metropolitan Police Service is on track to support delivery of the new Met for London plan.

#### 6.91 **Theme 7. Culturally Rich Haringey**

6.92 Outcomes:

- An inclusive approach to Arts, Culture and participation
- A highly engaged responsive and collaborative VCS
- A thriving Arts and Culture sector supported by the Council's collaborative approach.

6.93 Highlights:

- Ensure participation in arts and culture events is reflective of our borough's communities. (GREEN).
- Working collaboratively with the strategic partner to ensure Haringey's VCS is thriving and actively engaged in borough initiatives. (GREEN).

- Work with the local culture sector and VCS to establish a LBoC Delivery Plan. (GREEN)

6.94 Participation in Arts and culture has been rag rated Green for Quarter 1 as the Council successfully coordinated community-led boroughwide programming for Windrush Day and South Asian Heritage Month, enabling more local groups to deliver programming representative of our communities. Over 30 events were delivered as part of Haringey's Windrush Day programme across the borough where over 7k people were welcomed, including Windrush elders and their descendants, schoolchildren and residents. Activities included a Steel Pan festival, sewing workshops and a Windrush cars exhibition. Over 150 creatives performed as part of the programme, all being part of the Windrush generation or descendants. LBH staff network EMBRACE delivered a sell-out Windrush panel discussion at BGAC, the event was a huge success, with guest performances by Lover's Rock legends Carroll Thomson and Janet Kay.

6.95 Working collaboratively with the VCS to ensure it is active and thriving in Haringey has been rated as on track for Q1. A new strategic partner, Haringey Community Collaborative, is in place with a launch delivered successfully, and key partners and stakeholders in attendance. Work has begun, and is on track, to develop a monitoring framework.

6.96 The above project to establish a London Borough of Culture delivery plan is currently in preparatory stage and is on track with phase one activities- initial meetings with the GLA have been held. Engagement Plans are being drafted, governance is being shaped, communications planning has started, and tentative delivery plans are being developed which will be shaped and informed through further conversations with the creative and voluntary sector, with stakeholder engagement due to begin in autumn 2024.

#### 6.97 **Theme 7. Place and Economy**

6.98 Outcomes:

- Building an Inclusive Economy
- Shaping Wood Green and Capital projects

6.99 Highlights:

- Creating and supporting a new Haringey Business Forum and local business forums and networks. (GREEN)
- Produce evening and night economy plans for our key regeneration areas, with an initial focus on Wood Green (GREEN)
- Adopt a new Local Plan (GREEN)

6.100 Within our Opportunity Haringey strategy, a priority action is the delivery of the Haringey Deal for Business, a 'One Council' commitment to support our businesses to start, grow and thrive – effectively a 'Haringey Deal' specifically for the business community. In Q1 a forward plan was developed. Town Centre officers took part in an awareness raising campaign on Violence Against Women and Girls campaign during the Euro Football championship, promoting the campaign to hospitality businesses.

6.101 The Workspace Provider forum has been meeting regularly and the membership has been growing. For the West Green Road temporary closure all affected businesses were visited in July 2024. On the 11 June there was a drop-in session for businesses and residents to find out more about what was happening and the compensation process.

6.102 The brief for the evening and nighttime economy plans was developed in collaboration with relevant teams and external stakeholders and was issued on our procurement system in July. Four tenders were received. The Economic Development team are supporting Wood Green Regen to evaluate the bids received, with the aim of selecting a successful supplier by the end of July. A 'night surgery' with the Night Tsar is being coordinated with the GLA, to take place in September. This will involve a roundtable with key night economy stakeholders followed by a walkabout in the local area.

6.103 A draft Local Plan is under preparation in accordance with the timetable published in June 2024 in our Strategic Planning Committee Planning Service update report. Cabinet approval to consult on the draft Local Plan is targeted for the end of 2024

6.104 Challenges:

- Delivery of public realm improvements to Penstock Tunnel (RED)
- Eat Wood Green community-led growing at Wood Green Library (RED)
- Deliver an Enterprise Hub at 40 Cumberland Road (RED)
- Deliver a new neighbourhood at Selby Urban village (RED)
- Improvements to Wood Green Common and Barratt Gardens (AMBER)
- Employer focused training provision (AMBER)
- Delivery of a new residential neighbourhood and local centre in North Tottenham (High Road West) (RED).

6.105 Five regeneration projects related to shaping Wood Green and Tottenham have been rag rated Red overall with budget and risk being key factors influencing the Red status. There continue to be delays with a number of projects including the Enterprise hub in Wood Green, High Road West and the Selby Centre as the Council considers pathways to viability due to continued volatility in construction costs, the impact of inflation and the residential market.

6.106 On Penstock Tunnel, Highways and Network Rail have agreed drainage design in principal but formal submission by NR is required. Transfer of the project to a different team within Network Rail risks delays to construction, currently targeted for Summer 2025 and considerable value engineering is

required to the scheme. Haringey are liaising with architects “We Made That” to review the overall scope and possible phased delivery.

- 6.107 On Eat Wood Green (EWG), following a tender exercise for a contractor to deliver the scheme, a process of value engineering is being undertaken by the design team and the contractor, due to be concluded by the end of July. Current plans are to deliver the scheme in the Autumn and launch in the Winter. The risk is that that VE will not bring the scheme within budget, and risk that the length of time to deliver capital elements will mean Ubele run out of time to spend the GLA grant.
- 6.108 On the Enterprise Hub, RIBA Stage 3 has been signed off by the client team, and an approach to value engineering has also been agreed, taking the business plan and viability into account. The design team are now undertaking RIBA stage 4 with this in mind. Delivery is due in Summer 2025 with a potential additional £200k from SIP. The risk is that tender returns for the contractor in autumn/winter will put additional pressure on the budget.
- 6.109 Regarding improvements to Wood Green Common and Barratt gardens, this has been rag rated Amber overall. Construction is due to start on site in September pending final agreement of the funding grant from the Football Foundation. This is for phases 1 and 2 which include the MUGA, outdoor gym, play area, tree planting and one of the three swales. Phases 3, 4 and 5 require further grant funding to be able to be completed within the next 5 years.
- 6.110 Employer focused training continues to support delivery of S106, raising awareness of Apprenticeship and recruitment support through Haringey Works. Haringey Learns is in the early stages of developing a training offer for businesses. Time, resources and risk were rated Amber for this commitment to be delivered by October 2024.
- 6.111 On High Road West Lendlease have recently announced that they plan to adopt a revised strategy for their projects in the UK and Europe over the longer-term, which may involve them seeking investment or resource from other partners to deliver the scheme. Officers are carefully considering the implications and looking at how Lendlease’s role in the longer-term delivery of the scheme might change as a result. Absolute focus remains on the delivery of the community priorities of 500 new council homes, better open spaces, job opportunities and improved facilities.

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

7.1 Effective performance monitoring of the Council’s progress towards achieving the outcomes in the Corporate Delivery Plan is fundamental to understanding impact and a means to measure progress on what we are delivering against what we said we would do i.e. The changes we expect to see over the next two-year period.

## **8 Carbon and Climate Change**

8.1 The Corporate Delivery Plan (CDP) captures the majority of the work undertaken by the Council. It includes information on the outcomes we are working towards as an organisation; the activity planned to deliver these outcomes; and how we will work to deliver it. This includes work being undertaken by the Council to mitigate climate change.

8.2 For more specific information on Carbon Reduction activities noted in this report, please see section 'Theme 2: Responding to the Climate Emergency' in Appendix 3 and section 6.35 to 6.47 for highlights and challenges in the 'Exceptions by theme' part of this report.

9 **Statutory Officers comments (Director of Finance (procurement), Assistant Director of Legal and Governance, Equalities)**

**Finance**

9.1 A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the council's priorities and statutory duties. This is made more critically important than ever because of the challenging economic and social environment, the implications of which translated into a 2023/24 budget overspend and current forecasts suggest that this is continuing. Any action taken to manage down this forecast may have direct consequences on the original timeframe for delivering the Corporate Delivery Plan outcomes. The same applies for any decisions taken on setting of the 2025/26 Budget and Medium-Term Financial Strategy. The local government sector is under extreme financial pressure currently which makes it even more crucial that the Council views both the CDP and its financial management and planning in tandem to ensure that there remains informed decision making, and the optimum outcomes are delivered, whilst being mindful and transparent about any restrictions this might have on outcomes.

**Procurement**

9.2 Strategic Procurement notes the contents of this report and continue to support directorates in delivering the CDP through procurement activity where applicable. Whilst there may be delays in implementing the new e-procurement system (6.24), this will not impact meeting our regulatory requirements under the new Procurement Act. Therefore, there are no specific procurement related issues arising from this report.

**Assistant Director of Legal & Governance**

9.3 The Assistant Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report. Local Authorities are under a general duty under Section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its

functions are exercised having regard to a combination of economy, efficiency and effectiveness. There are no specific legal implications arising from this report.

## **Equality**

9.4 The Council has a public sector equality duty under the Equalities 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.

9.5 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

9.6 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.7 The Corporate Delivery Plan makes a commitment to tackling inequality being treated as a cross cutting strategic objective. This includes, but is not limited to, discharging the council's duties under the Equality Act. Where appropriate metrics that monitor the impact of inequalities are included against activities.

9.8 CDP outcomes concerning new or changing policies or services will undertake individual Equality Impact Assessments to identify and address any potential equality implications of individual decisions, before formal decision-making processes.

## **10 Use of Appendices**

- Appendix 1: Definitions and criteria for RAG assessments
- Appendix 2: At-a-glance summary of progress on activities by Theme
- Appendix 3: Progress update against 187 activity lines in the CDP.
- Appendix 4: Director performance review summaries

## **11 Background papers**

- 11.1 Corporate Delivery Plan
- 11.2 Corporate Delivery Plan dashboard & progress against outcome/activity lines <https://haringey.monday.com/boards/1509929945>



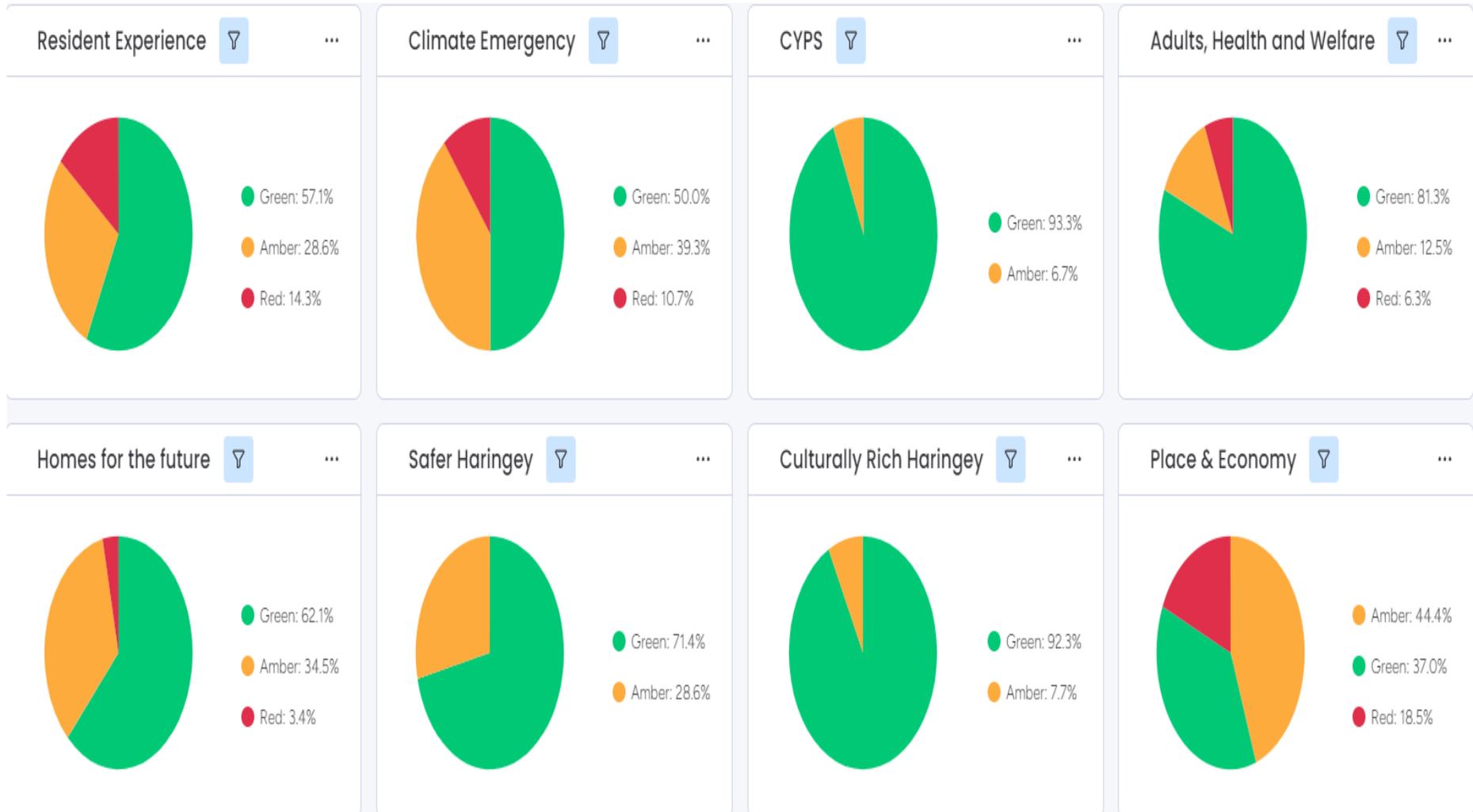
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## Appendix 1 Criteria for RAG assessment of progress/scoring for Corporate Delivery Plan updates- Guidance note.

RAG Status	Red	Amber	Green
<b>Time</b>	Milestones not met or activity not delivered in line with planned timescales. Timeline/ completion unachievable without intervention (funding, resources etc.) <i>The earliest delivery milestone has been selected in Monday.com as the delivery date.</i> You should choose Red if your activity will not be delivered by the specified milestone date.	Tasks/deliverables slipping against planned dates but plans in place to address and the impact is expected to be minimal. <i>The earliest delivery milestone has been selected in Monday.com as the delivery date.</i>	On track to meet milestones and overall completion date as set out in CDP. <i>The earliest delivery milestone has been selected in Monday.com as the delivery date.</i> You should only choose Green if this has been achieved or you are on track to achieve.
<b>Budget</b>	Budget not available, or Project has or is expected to overspend by more than 5%.	<b>Budget yet to be finalised or projected to overspend by less than 5%</b>	Budget allocated and forecast to be on track or underspent
<b>Resources</b>	Unclear ownership or roles/ responsibilities in terms of activity delivery. Team underperforming or necessary resources unavailable.	<b>Some gaps in resources,</b> Unclear ownership or roles/ responsibilities with plans in place to address these	Clear roles and responsibilities and no significant gaps in resources
<b>Benefits</b>	Activity expected to deliver less than 80% of benefits. Or no plan in place to rectify or address shortfall	Activity expected to deliver over 80% of benefits, with a plan in place to rectify or minimise shortfall	Benefits expected to be delivered as planned
<b>Risk</b>	Negative DoT or no evidence to support delivery of CDP commitment. Presents high risk of non-delivery	Flat DoT with limited evidence to support delivery of CDP commitment. Presents risk of non-delivery	Positive DoT no significant risk of non-delivery
<b>N/A</b>	Choose this option if any of the above elements not relevant to RAG against CDP line. If you chose this option, the overall RAG will not be calculated, and you will need to select manually.		
<b>Overall Outcome</b>	Metrics not evidencing change or desired DOT	Majority of activity/outcomes on track within specified timescale with some evidence of achievement	Delivery of activity/outcome on track within specified timescale supported by evidence and metrics

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## Appendix 2- At a glance summary of progress against 8 CDP Themes



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Corporate Delivery Plan  
2024-26

Appendix 3

GDP Outcomes

Activity	Theme	Outcome Areas	1st Milestone Delivery date	Time	Budget	Resources	Risk	Benefits	Overall RAG	Quarterly Update
Remodel / Restructure Customer Services to be fit for purpose and able to deliver within base revenue budget and Medium-Term Financial Strategy (MTFS) commitments.	T1 Resident experience and enabling success	Theme 1 - Excellent resident experience	2025-03-31	Amber	Amber	Amber	Amber	Amber	Amber	The plan is to implement a new CS structure by 1st April 2025 but this is dependent on key deliverables including: design and development of a new Customer Operating Model (incorporating new Community Hub aspect) plus significant reduction in demand via Customer Service as a result of digital enablement mostly but also process and service redesign.
Carry out a full review of the 'Out of Hours' (OOH) offer, engaging with all service areas to ascertain and understand future OOH requirements.	T1 Resident experience and enabling success	Theme 1 - Excellent resident experience	2024-09-30	Amber	Green	Amber	Amber	Amber	Amber	Benchmarking work has been undertaken to inform an options appraisal, which included costing up an inhouse model. A draft Cabinet Member report has been prepared. A decision is required by mid October 2024, to confirm back to the procurement framework we currently use, led by Ealing Council, whether we wish to be included in the re-procurement. The late start to this project has compressed the time available to meet the Ealing procurement decision deadline.
Implement a revised Feedback Improvement Plan.	T1 Resident experience and enabling success	Theme 1 - Excellent resident experience	2024-06-30	Green	Green	Amber	Green	Amber	Green	Q1 - Revising the Feedback Improvement Plan has resulted in a robust and thorough Service Plan, which has 6 key themes: Reducing unnecessary contacts, Improving timeliness and quality of responses, Improving the member experience, Maximising the value of the Corporate Feedback Team, Implementing the new complaint handling codes, and Improving our Ombudsman performance. We are reporting progress against these areas in the quarterly reports to CLT
Implement the new joint Ombudsman Complaints code.	T1 Resident experience and enabling success	Theme 1 - Excellent resident experience	2024-08-31	Green	Green	Green	Green	Amber	Green	Q1 - The Ombudsmen no longer have joint codes, however LGSCO and HO each have new Complaint handling codes (HO is statutory). Both codes have been implemented, the Feedback policy has been updated and was approved at Cabinet on 16th July. Haringey is fully compliant with the LGSCO Code, other than capturing and acting on Learning from complaints. For the HO Code we are now fully compliant other than with 2 factors: Systematically learning from complaints (as above) and for Housing Officers, responding to complaints must be added. We will be taking the annual feedback report to Cabinet in October, and then to OSC in November, which will continue to maintain our compliance with the Codes
Develop internal and external digital skills and inclusion strategy and action plan in partnership with NHS/ICB.	T1 Resident experience and enabling success	Theme 1 - Excellent resident experience	2024-08-31	Amber	Red	Amber	Green	Green	Amber	Digital have developed a draft action plan / strategy despite no dedicated resource for digital inclusion; this requires further work.  Next steps planned for the draft strategy will be engagement with:  - resident experience to help develop an offer and consider the relationship to an assisted digital offer  The status for this work is shown as "Amber", due to lack of resource and budget dedicated to digital inclusion. The digital structure will provide one dedicated digital inclusion resource that will enable full time focus on this work however further resource will be needed and funding will be required to support the initiatives identified. The timeline for a draft strategy ready for socialisation is subject to the restructure but indicative timescales are end August / September 2024.
Roll out and whole organisational take-up of Digital Engagement Hub for consultation and wider online engagement activities.	T1 Resident experience and enabling success	Theme 1 - Opportunities for residents to participate in decision-making.	2024-10-31	Green	Green	Green	Green	Green	Green	Soft internal engagement is ongoing. An autumn programme of formal engagement will be delivered September onwards concluding with an October leadership network awareness session.
Development and launch of an online participation knowledge hub, including internal case studies to support communication and embedding of participation skills and knowledge.	T1 Resident experience and enabling success	Theme 1 - Opportunities for residents to participate in decision-making.	2024-12-31	Amber	Green	Green	Green	Green	Green	As a precursor to the participation knowledge hub a Haringey Deal implementation guidance Intranet Hub has been launched with case studies of exemplary participation and engagement initiatives. Additionally, the team have launched the Community Voices Commonplace page, which details the outcomes of a recent flagship participation project: <a href="https://costoffingcommunityresearch.commonplace.is/">https://costoffingcommunityresearch.commonplace.is/</a>  Both these projects feature content that can be taken through in a new bitesize format to the participation knowledge hub.

Supporting continued development of fully inclusive engagement practice to ensure digital and physical engagement is representative of Haringey's population.	T1 Resident experience and enabling success	Theme 1 - Opportunities for residents to participate in decision-making.	2026-04-30	Green	Amber	Amber	Amber	Amber	Amber	A recent consultation and engagement audit by the internal auditor has created an action plan around engagement which highlights the need to have whole organisation datasets on engagement. Existing Commonplace data creates a benchmark for digital engagement and will be monitored and reported on going forward.
Delivery of participatory budgeting pilot.	T1 Resident experience and enabling success	Theme 1 - Opportunities for residents to participate in decision-making.	2024-10-31	Amber	Amber	Amber	Amber	Amber	Amber	An area for the participatory budgeting pilot has been confirmed: Northumberland Park and White Hart Lane. The delivery model is awaiting confirmation and planning for the pilot has commenced
Development of Community Assemblies model.	T1 Resident experience and enabling success	Theme 1 - Opportunities for residents to participate in decision-making.	2024-06-30	Amber	Amber	Amber	Amber	Amber	Amber	Scoping and mapping work undertaken to understand where in the council there is resource and appetite to pilot this approach
Continuing development of Knowing Our Communities work.	T1 Resident experience and enabling success	Theme 1 - Opportunities for residents to participate in decision-making.	2024-07-31	Green	Green	Green	Green	Green	Green	Development of the KnOC insight portal is progressing with data refreshed in the ward profiles and a new Community Profile Dashboard in development which should be ready for publication by the end of July. The data team are looking to expand the content of the KnOC site and deliver a roadshow to interested parties to explain the content and illustrate examples of data uses available in the portal.
Deliver the Borough's Climate Action Partnership.	T1 Resident experience and enabling success	Theme 1 - Opportunities for residents to participate in decision-making.	2024-09-30	Green	Amber	Amber	Green	Green	Amber	First meeting of the Haringey Climate Partnership held in May 2024. Planning for a second meeting underway. This project is not resourced and has no budget - activity and delivery reflects this.
Publish a Borough Vision.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2024-09-30	Green	Green	Green	Green	Green	Green	Second phase of borough-wide engagement successfully undertaken.
Work towards successful delivery of new civic centre.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2026-04-30	Red	Amber	Amber	Red	Green	Red	Positive direction of travel on this programme being reported as Amber on both the change and capital programme reports as at July.
Implementation of the Corporate Property Model (CPM), which aims to centralise all operational property assets and premises related budgets into a Capital Projects and Property (CPP) central team.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2024-05-31	Amber	Red	Amber	Red	Green	Red	Successes: Strategic Asset Management and Property Improvement Plan (SAMPIP) - Year 1 SAMPIP Report and progress on Action Plan approved by Cabinet on 16th July. The Corporate Property Model (CPM- objective 5 of the SAMPIP) represents a shift to a more holistic property management approach within the Capital Projects and Property team to ensure centralized decision-making including better coordination and alignment with Haringey Councils overall goals. Progress to date: •The Asset Challenge Sessions with Adults and Children's Services, Environment & Resident Experience & Culture Strategy & Engagement have all been completed and the associated reports are being finalised on completion of feedback from Services. Overall Summary report to be produced. •Property Budgets – following initial identification of budgets with each service further work is being undertaken to identify property related income. Budget mapping process to be determined. •HR – process for transfer of property staff being finalised. •Consultation process complete for Facilities Management Policy/Premises Responsible Person/Schools/CPM Handbook. •CPM KPIs have been finalised and Policies are in the process of being updated. •CPM Business Case and Implementation Plan are in the process of being finalised. •There are a number of key risks and interdependencies.
Implement the Council's Data Strategy, building up a first-class data function and platform that can be utilised by all.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2024-12-31	Green	Green	Amber	Green	Amber	Green	A project has been initiated to replace the contact centre telephony system, the CRM, and the development platform, along with implementing a new customer data platform. The customer data platform will serve as a first use case and proof of concept, designed to be scalable and to provide a future roadmap for expansion, delivering enhanced customer insights, improved data integration, and more personalised resident experiences. This will modernise our infrastructure and streamline operations, giving us the ability to use our data proactively.

Develop a Digital Strategy to outline the principles and guidelines governing the use of digital technologies.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2024-09-30	Amber	Green	Amber	Green	Green	Green	<p>In April 2024, Digital implemented a new Digital Policy, which was signed off by the Corporate Leadership Team (CLT). This policy sets the foundation for our digital transformation efforts, establishing clear guidelines and objectives to guide our initiatives.</p> <p>In July 2024, Digital introduced a new organisational governance process to ensure accountability for the entire digital estate. This governance process will have a significant effect through ensuring efficient re-use of technologies, services, and patterns across products and translation between the business and digital domains, better decision making, improving accountability and optimising resources as well as increasing transparency in digital purchasing and delivery.</p> <p>As part of the new Digital structure, a Strategy Lead has been identified. Following the restructure, this Strategy Lead will lead the development of a comprehensive new digital strategy.</p> <p>The development of this strategy will include distinct roadmaps to address:</p> <ul style="list-style-type: none"> <li>Enterprise architecture</li> <li>Outcomes from maturity assessments conducted across digital, data, and technology</li> <li>Focused improvements to resident experience</li> </ul> <p>The timeline for developing the digital strategy begins in September 2024, with a draft strategy ready for engagement</p>
Develop an Enterprise Infrastructure Strategy that aligns technological solutions with organisational objectives to enhance performance, facilitate informed decision-making, optimise IT investments, and enable adaptability to market changes.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2025-03-31	Green	Green	Amber	Green	Green	Green	<p>Enterprise Architecture is now live as a function for Haringey and has been operational for 2 months.</p> <p>We have established robust governance processes (DAB, TDA &amp; EA boards), gained control over technical decision-making, and are identifying areas of challenge across the organisation which we are actively at work in resolving.</p> <p>With the upcoming implementation of an EA tool, we will in short time increase our ability to further streamline our digital infrastructure and create a roadmap which is aligned to our strategic priorities and will deliver better investment and increase innovation for Haringey.</p>
Improve Halo platform to enable more automation, self-service and performance monitoring.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2025-04-30	Green	Green	Amber	Green	Green	Green	<p>Automated recharging on peripheral orders and AV event requirements are both live and working well. We are also planning to automate the recharge process for IT devices (laptops and mobile phones).</p> <p>Appointment bookings have been moved to a self service model enabling staff to view available slots and book as required. Self-service collection is being trialed at present with a view to move to a fully self serve model in the future.</p> <p>Self serve ordering of peripherals is in development, once live business units will be able to order peripherals and have them delivered directly from an approved catalogue.</p>
Redesign mandatory eLearning to have a bespoke Haringey focus.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2025-01-31	Green	Amber	Green	Green	Green	Green	<p>This is currently in progress. Much of the content has been designed and this process is ongoing. Officers are working through some technical challenges to ensure the delivery of the training online is effective and that the videos load and play in a timely manner. The contract with the external provider has been extended for a short period to allow this work to take place. We still expect to achieve this by the delivery date.</p>
Deliver Equality, Diversity and Inclusion (EDI) Action Plan.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2025-12-31	Green	Green	Green	Green	Green	Green	<p>This is in progress and is an ongoing action. It is core to the delivery of the Council's recently approved Workforce Strategy and will be specifically considered at directorate level in the Workforce Action Plans which are to be developed during 2024/25 and 2025/26</p>
Implementation of the Procurement Modernisation Programme (PMP).	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2024-10-31	Amber	Red	Amber	Amber	Amber	Red	<p>The Procurement Modernisation Programme is focussed on preparing the organisation with the new Procurement Act that will come into effect from October and also strengthen compliance and governance of the Council's £600m spend with external suppliers.</p> <p>*There are currently some challenges with the implementation of the new system to support the programme and the original implementation date of early October is delayed. Work is underway with the supplier to resolve the issues as well as developing a training schedule for users of the system to prepare for go live. Mitigations are being developed to ensure that the Council remains compliant with the Procurement Act requirements from October and until the new system is fully operational.</p> <p>*A new governance process is being developed to ensure that all contract spend provides value for money. This will involve greater oversight of new contracts to ensure greater forward planning, improved market management, reduced use of direct awards and extensions and increased monitoring and reporting of existing contracts.</p>
Provide legal self-help guides, training and access to training and legal updates to empower service areas to help themselves.	T1 Resident experience and enabling success	Theme 1 - A supported and enabled workforce	2025-09-30	Green	Green	Green	Green	Green	Green	<p>Self help guides have been produced for adults and childrens social care and some aspects of litigation and will be uploaded to the intranet. There is also training on report preparation currently being rolled out.</p>
Reduce demand to Customer Services in the core service areas (Housing, Parking, Benefits and Council Tax).	T1 Resident experience and enabling success	Theme 1 - Excellent resident experience	2024-09-30	Green	Green	Amber	Amber	Green	Amber	<p>A plan is in place for the delivery of the outputs outlined in the CDP and activity is currently on track. However, resource needs to be agreed to support the data collection activity and high levels of ongoing demand pressure on customer services mean there are some risks to project delivery.</p>

Deliver years one and two of the Resident Experience change workstream.	T1 Resident experience and enabling success	Theme 1 - Excellent resident experience	2024-07-31	Red	Amber	Amber	Red	Red	Red	There is good work on this programme under way, including to define a RX digital pipeline. Work is needed to establish a programme baseline and develop a detailed business case. Time has been ragged as red pending the development of a detailed project plan which defines all the tasks and outputs being in place to support monthly monitoring and milestone tracking. Benefits: ragged red - pending definition of programme baseline and definition of programme benefits measures and targets. Resources: Red - Project not yet fully resourced and programme manager secondment ends in December '25.
Create a Young People Extra Ordinary Council.	T1 Resident experience and enabling success	Theme 1 - Opportunities for residents to participate in decision-making.	2024-10-31	Green	Amber	Green	Amber	Green	Green	The first meeting of the developing youth council took place on 17th July with 10 young people attending. Areas of interest to influence were identified. Trip to Parliament with the group organised for 31st July. Recruitment to ensure a fully representative council will continue.
Increasing opportunities for children and young people's (CYP) voice to be heard.	T1 Resident experience and enabling success	Theme 1 - Opportunities for residents to participate in decision-making.	2024-09-30	Green	Green	Green	Green	Green	Green	The first meeting of the developing youth council took place on 17th July with 10 young people attending. Areas of interest to influence were identified. Trip to Parliament with the group organised for 31st July. Recruitment to ensure a fully representative council will continue.
Increase recycling in the borough, implementing the Reduction and Recycling Plan (RRP).	T2 Responding to the climate emergency	Theme 2 - A cleaner, low waste Haringey	2025-03-31	Amber	Amber	Amber	Amber	Amber	Amber	In Q1 we promoted food waste recycling tackled dry mixed recycling contamination using stickers and digital platforms for the 'keep a happy bin' campaign. Increased caddy requests. Contamination rates will be available in Q2. We worked with the local community encouraging recycling during Passover and supported the Go Green festival and provided both groups with caddies, liners and other recycling aids to promote our services. We identified and reviewed locations for additional textile banks but postponed this work. This was due to a change of service provider in Q1 and so we have adapted our approach on this to include any business opportunities. We contacted all the current garden waste customers to ensure we maintain the existing subscriptions and have targeted potential new subscribers through outreach work. We continued to publicise the TRAIID home textiles collection service which has seen an increase in tonnages compared to the same period last year. We have used the bin audit data undertaken in 2023 to identify housing estates that will be reviewed for food waste to improve current waste and recycling facilities. We promoted real nappies during 'real nappy' week in April and liaised with the fostering support team so they can inform foster carers about the scheme. We are supporting recycling in schools by promoting the free textile recycling service, providing recycling boxes for classrooms and signposting them to educational resources on NLWA's website. We have also urged NLWA to provide white goods recycling tonnage which we were not previously receiving. This has now been arranged (in Q1) and will have a small but positive impact on the recycling rate.
Work with a community sector partner to implement a reuse and repair hub within the borough.	T2 Responding to the climate emergency	Theme 2 - A cleaner, low waste Haringey	2024-05-31	Amber	Amber	Amber	Amber	Amber	Amber	The first phase of this project is to develop a feasibility study to assess the viability of a Reuse and repair Hub. The Restart Project was engaged to do this work in early 2024. They have drafted the preliminary report and the financial modelling spreadsheet, which will provide the basis and overview of the project for the next phase. Rising Green has been identified for the reuse hub although details about the lease are to be clarified before further progress on securing this site is made. NLWA has confirmed it can provide items from Western Rd RRC for our reuse and repair project
Reduce single-use plastics in the Council and wider borough.	T2 Responding to the climate emergency	Theme 2 - A cleaner, low waste Haringey	2024-09-30	Green	Amber	Amber	Amber	Amber	Amber	A single use plastic policy has been drafted and is due to be launched in August 2024. This will include a communication campaign including businesses, with input from our regulatory services and economic development teams. We liaised with NLWA on their Bring it Back campaign to encourage the use of reuseable containers at retail outlets. This will be introduced in Haringey at the end of July 2024.
Enhanced environmental enforcement, including targeted deployment (Monday – Sunday) of proactive litter & waste enforcement patrols in Town Centres and hot spot locations across the borough.	T2 Responding to the climate emergency	Theme 2 - A cleaner, low waste Haringey	2024-08-31	Green	Green	Amber	Amber	Green	Green	Environmental enforcement in hot spots and town centres continues, linked to days and weeks of action with partners.
Plant street trees until every neighbourhood reaches at least 30% tree coverage. Plant 10,000 trees by 2030.	T2 Responding to the climate emergency	Theme 2 - A greener Haringey	2024-06-30	Green	Green	Green	Green	Green	Green	Tree planting is a seasonal operation and therefore won't commence until November 2024. However there is no reason to expect the Council won't continue to plant a record number of trees in 24/25. In 23/ 24 the Council planted 2,465 new trees (665 standard size trees and three tiny forests of 600 saplings each).
Create three new nature reserves by 2026 and introduce Sites of Importance for Nature Conservation (SINC).	T2 Responding to the climate emergency	Theme 2 - A greener Haringey	2025-03-31	Green	Amber	Amber	Amber	Green	Amber	Create three new nature reserves by 2026 and introduce Sites of Importance for Nature Conservation (SINC).

Develop and deliver community involvement in maintaining and updating existing roadside verges, planters and pocket parks and, where feasible, create new pocket parks, parklets and planter locations that are maintained by local communities.	T2 Responding to the climate emergency	Theme 2 - A greener Haringey	2026-04-30	Green	4 community gardening projects are active, 3 of these greenspaces are in Tottenham. Project overall has targeted areas with less access to greenspace ie East of the Borough. Targeted engagement has taken place on Northumberland Park Estate N17 and Ermine Road and Plevna Crescent N15. Project / space in NP currently being developed with Women with a Voice, so far 100% attendees from BAME communities. Gardening sessions have supported wide range of residents, including the over 50's, (bringing isolated residents out) as well as working with local businesses, charities and CIC's.						
Improvements in energy management across the Council's estate, raising all buildings to at least EPC C and net zero carbon schools.	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2024-07-31	Amber	Amber	Amber	Amber	Green	Amber		This Target is not a Council or London Policy. Both have the target of EPC B (not C as set out here).... It is not clear is this refers to Housing or Commercial or community focused properties....? Can someone explain please?
Install additional electric vehicle (EV) charging points in Haringey.	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2025-04-30	Green	Green	Green	Green	Green	Green		We are proposing to install 122 EV bays at 55 locations this financial year. Implementation of 40 bays is just being completed, with consultation on another 32 bays underway. A further batch of 50 bays aiming to be consulted from Oct. We are exploring the opportunity of commencing work on a further batch in Jan 25 subject to discussions with the provider.
Increase access to car clubs.	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2026-04-30	Green	Green	Green	Green	Green	Green		Following a failed tender, we conducted additional market testing to address the issues. We will be going back to the market in August to procure new car club providers for the fixed bay and flex car club contracts.
Make Haringey more resilient to flooding through investment in drainage infrastructure and delivery of flood protection schemes.	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2026-04-30	Green	Green	Green	Amber	Green	Green		Programmes agreed at Cabinet. Assets maintenance programme investigations underway, delivery of resultant works ongoing throughout the remainder of the financial year. Annual cyclic cleansing works underway and progressing on programme. Design of flood mitigations schemes underway and public engagement will commence after the summer. Risks exist regarding outcome of public engagement
Continue to support low carbon community led projects through the Haringey Community Carbon Fund (HCCF).	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2025-04-30	Green	Green	Green	Green	Green	Green		The HCCF project is now entering its final year. An emerging Cabinet Paper for the next four years is being developed and aiming for early 2025 sign off.
Deliver a business case for a Power Purchase Agreement for the corporate estate.	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2024-10-31	Red	Green	Green	Amber	Green	Amber		The Council is working with the London Councils Project to develop a PPA for the London Boroughs.
Increase the number of renewable installations on the Council's buildings and community buildings.	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2025-04-30	Amber	Amber	Green	Green	Green	Green		The Council has a new Renewable Energy Officer who is now managing and maintaining existing Solar PV Systems The Council is developing the business case for investment in these systems based on using the Carbon Offset Fund and working with Community Groups to fund.
Deliver an action plan to electrify the Council's fleet.	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2025-04-30			Red	Red	Red	Red		No resources currently in place for this work. Electrification currently unaffordable and fragmented across several departments
Deliver a borough Action Plan to manage overheating risk.	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2025-04-30	Green	Green	Amber	Amber	Green	Amber		The GLA has identified that Haringey is 12 most at risk authority from a changing Climate in London. The Council has adopted a Heatwave JSNA, highlighting the community / infrastructure most at risk from overheating, with recommendations for longer-term action and we continue to develop further intelligence. Our Haringey Adverse Weather Preparedness Group has an action plan for overheating for Summer 2024 and beyond. We have already updated our website with advice on how to cope with heatwaves and a list of cool spaces people can visit. A meeting is planned between Climate Change and Public Health to progress this action further.
Develop strategy for green skills and jobs linked to Fast Followers programme for retrofit.	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2025-10-31	Amber	Amber	Amber	Amber	Green	Amber		This work stream is key for the "Just Transition" to enable residents and SMEs to access the retrofits that are being lead by the Public and Private Sector. A work plan to deliver this is being developed and will link into the London Councils workstream on Green Economy.
Make a decision regarding next steps for Decentralised Energy Network Full Business Case	T2 Responding to the climate emergency	Theme 2 - A zero carbon and climate resilient Haringey	2025-04-30	Amber	Amber	Green	Amber	Green	Amber		The Council has asked the Government (funders) to pivot from a public sector lead DEN to a private sector DEN. At this time we have not heard back from DESNZ. The technical deliverability and policy case remains and the new government have highlighted that DENs are key if cities are to achieve their carbon reduction targets.
Improve access to secure cycle parking across the borough.	T2 Responding to the climate emergency	Theme 2 - Expanding active travel	2025-03-31	Green	Green	Green	Amber	Green	Green		We have 306 cycle hangars on Haringey's public highway, each one can store 6 cycles. In 2024/25, there are plans to install 150 cycle hangars subject to the outcome of consultation, which are planned to be undertaken in batches. Batch 1 of 31 Hanagars is out to consultation, batch 2 which is 100 hangars is due in September
Expand dockless cycle parking locations to maximise use of dockless cycles.	T2 Responding to the climate emergency	Theme 2 - Expanding active travel		Green	Amber	Green	Amber	Green	Green		Role out of additional footways fixed bays continue with bays planned for the Alexandra and Hermitage Wards, this are planned for August 2024. We are awaiting the award of funding via the TIL Micro Mobility Funding to deliver carriage way parking locations these are planned for delivery in March 2025, subject o consultation.

Enhance the current cycling network within Haringey.	T2 Responding to the climate emergency	Theme 2 - Expanding active travel	2026-04-30	Green	Amber	Green	Amber	Green	Green	Enhance the current cycle network in Haringey. Provision of segregated cycle route along a section of Tottenham Lane is about to be consulted upon and delivery is expected in 24/25 subject to the outcome of consultation and approvals. Feasibility of provision of safe cycling along E-W is underway, notably along Lordship Lane and St Ann's Rd. Public engagement on these is expected to be delivered in 24/25 with scheme delivery to commence towards the end of 24/25 subject to approval. There is an ambition to enhance the cycling provision in the borough to align it to the Walking and Cycling Plan and other cycling along other key strategic routes is being considered.
Prepare a draft Kerbside Strategy and publish for consultation.	T2 Responding to the climate emergency	Theme 2 - Expanding active travel	2025-03-31	Amber	Green	Amber	Amber	Green	Amber	We are in the process of procuring the resources to deliver the project. The project has been slightly delayed due to other workstreams which required resourcing such as the Revised Transport Strategy, and New Local Implementation plan which needs to be submitted for approval in November 2024
Improve walking environment. Engagement, consultation, and delivery of several projects to improve pedestrian safety and accessibility	T2 Responding to the climate emergency	Theme 2 - Expanding active travel	2025-03-31	Green	Green	Green	Green	Green	Green	Programmes agreed at Cabinet. Planned footway projects have commenced implementation and will be ongoing for the rest of the financial year. zebra crossings projects are under consultation and protection at junctions through double yellow lines has commenced delivery on the street.
Work towards Vision Zero targets by: Implementing new 20mph speed limits on Haringey-controlled roads; speed reduction measures; additional pedestrian crossings, and deliver measures to better safeguard powered two-wheeler users.	T2 Responding to the climate emergency	Theme 2 - Expanding active travel	2026-04-30	Green	Amber	Green	Amber	Green	Green	As per the Road Danger Reduction Investment Plan approved by Cabinet in early 2024, a number of projects are underway and at different stages, some feasibility (junctions and corridors), whilst zebra crossings are under consultation and protection at junctions through double yellow lines has commenced delivery on the street. Work is underway to improve safety for powered two wheelers whose casualty numbers are high.
Delivery of School Streets, reducing access to motor vehicles during drop off and pick up times.	T2 Responding to the climate emergency	Theme 2 - Better air quality in Haringey	2025-03-31	Green	Green	Green	Amber	Green	Green	34 School street projects benefiting 41 educational establishments delivered to date. 3 new School Streets currently being consulted upon, with plans to consult a number in autumn.
Develop a new Air Quality Action Plan.	T2 Responding to the climate emergency	Theme 2 - Better air quality in Haringey	2024-11-30	Green	Amber	Amber	Amber	Green	Amber	Deliverability of this is based on the outcomes of the MTFs discussions.
Develop a Borough Idling Plan.	T2 Responding to the climate emergency	Theme 2 - Better air quality in Haringey	2025-01-31	Red	Amber	Red	Red	Green	Red	Deliverability of this is based on the outcomes of the MTFs discussions.
Introduce Healthy School Zones.	T2 Responding to the climate emergency	Theme 2 - Better air quality in Haringey	2025-09-30	Amber	Amber	Red	Red	Green	Red	Deliverability of this is based on the outcomes of the MTFs discussions.
Public health programmes to promote the health and wellbeing of children and young people	T3 Children and young people	Theme 3 - Happy childhoods	2025-03-31	Green	Green	Green	Green	Green	Green	<p>Q1 Public Health Programmes</p> <p>Oral Health Promotion service</p> <p>Early Years settings - Supervised tooth brushing delivered in 10 settings in the East of the borough. 136 brushing for life (BLI) packs distributed. 35 sign posted for further OH services</p> <p>WOHD at Tottenham Sport Centre (one event covered for world oral health day. Smile month - Crownland Sch, Triangle HC, Spanish speaker session. Providing training to care homes for adult with learning difficulties. Train the trainer, Sugar smart, Change for life, Brushing 14 life/oral pack provided for clients)</p> <p>Annual NCMP 23/24 for Reception and Year 6 completed by school health service, children identified with unhealthy weight are referred to the GP Federation weight management. Additional advice /support offered by school health service, lifestyle, options and opportunities information also provided to parents/carers.</p> <p>Integrated PH services in FHs, Infant feeding strand of Family Hubs - 57.5% of bookings are in the most deprived post codes (IMD deciles 1, 2 and 3).</p> <p>Texts to new births up by 40 % year on year. 43% of these messages were sent to families in IMD Decile 1. Reach has been wide – able to connect with many communities and similar public-funded organisations to showcase the support available to all residents in the borough.</p> <p>Peer Supporter Training – Family Hubs have commenced.</p> <p>Tongue Tie Training – Co-hosted with Dr Kostis to highlight the processes and increase knowledge around Tongue Tie referrals.</p> <p>Rolling Social Media campaign to increase interest from Summer 2024</p> <p>Whittington Health NHS Trust - Service Specification for family hubs entail and to cover , to cover a wide range of actions aligned to infant feeding strand and to wider Infant Feeding strategy and includes 'you're welcome scheme' Breast Feeding Pump scheme and Baby Sling library. Anchor Approach -Piloted the attachment-based programme 'Resilient Homes and Families' at the Family Hub 'Peer Mentoring in 10 schools. L Behaviour in 12 schools.</p>
Increase the number of childcare places and increase families' take up of their free entitlement to childcare.	T3 Children and young people	Theme 3 - Best start in life	2025-10-31	Green	Green	Green	Green	Green	Green	<p>Summer 24 - uptake of 3 and 4 year old free entitlement - 82%</p> <p>Uptake of 2 year old free entitlement - 72%</p> <p>New childcare programme for working parents of 2 year olds introduced in April 24.</p>

Increase the number of primary school places for children with autism and social emotional and mental health (SEMH) needs, and increase the number of school places in specialist schools for children with complex needs.	T3 Children and young people	Theme 3 - Best start in life	2025-03-31	Green	Green	Green	Green	Green	Green	On track to deliver primary school provision. Riverside & Earlsmead will open this year 2024 providing an additional 15 placements within each school.
Co-ordinating a single youth offer across the borough, which has a focus on educational and recreational leisure-time activities for young people.	T3 Children and young people	Theme 3 - Happy childhoods	2024-06-30	Amber	Green	Green	Amber	Green	Green	Initial self assessment completed. Working with Policy and strategy to develop final draft for November 2024. Consultation with young people to form part of development
Increase the number of secondary school places for children with autism and social and emotional mental health needs.	T3 Children and young people	Theme 3 - Happy childhoods	2026-09-30	Green	Green	Green	Green	Green	Green	There are two secondary school provisions being created, each of these will be on track to deliver 34 places for each, supporting children with Autism and children with Social and Emotional Mental Health, with a delivery date of September 2026. Funding agreement between the school diocesan & Haringey in the process of being approved which will then allow the school to start renovations work on the SEMH outlined above. New negotiations are also taking place for an additional provision of 34 secondary school placements, with business case in development to be submitted to cabinet for approval aligned to the additional £2.07m received from DfE. If these negotiations are successful this will mean that in the next 5 years Haringey will have 3 secondary provisions, supporting a mixture of need.
Deliver two further Family Hubs: identify sites, agree service delivery model which has a close alignment with Localities and Community Hubs.	T3 Children and young people	Theme 3 - Happy childhoods	2025-03-31	Green	Green	Green	Amber	Green	Green	Hub 2 is open in Muswell Hill. Site for hub 3 identified and plans in place to open in Autumn. Hub 4 target early 2025. Regular meetings and governance in place. Linking with the community hub programme to ensure synergy where appropriate
Deliver SEND and Inclusion Partnership Plan.	T3 Children and young people	Theme 3 - Happy childhoods	2024-09-30	Green	Green	Green	Green	Green	Green	Co-production training has taken place termly and is now supported by the Children's Academy to ensure partners have access Work is continuing through SEN panel to improve communication with parents Co-production is improving in the development of EHC plans and is monitored as part of quality The Preparing for Adulthood work is a stream of the new transition work.
Young people with SEND preparing for adulthood receive timely information about life choices	T3 Children and young people	Theme 3 - Successful futures	2025-03-31	Green	Green	Green	Green	Green	Green	Governance around the programme established with Transitions Board led by DCS, Strategic operational Group jointly led by Adults & Children & 5 Workstream Task & Finish Groups with identified service leads. Focus now on developing PIDS & financial modelling to identify young people and savings.
Improve educational outcomes for children who are looked after, with a focus on better attendance and better support through well-written Personal Education Plans (PEP).	T3 Children and young people	Theme 3 - Successful futures	2024-09-30	Green	Green	Green	Amber	Green	Green	The Virtual School development plan has prioritised the improvement to the quality and impact of PEPs . This work has been quality assured by the Head of the Service. Results will not be available until later this year .
Embed a whole family approach, as well as CYP and parent/carer voice, in Youth Justice Services (YJS).	T3 Children and young people	Theme 3 - Successful futures	2024-09-30	Green	Green	Green	Green	Green	Green	The YJS has embedded more family activities into practice. In addition, a new bespoke parenting programme is being developed for September delivery which includes topics that they have suggested. As well as YJS implementing a parenting opening day at the end of August.
Develop Education Strategy to close the gaps in attainment between pupils. John La Rose Award to continue ensuring that young people from lower-income backgrounds have the resources to enable them to study at university.	T3 Children and young people	Theme 3 - Successful futures	2025-01-31	Amber	Green	Amber	Amber	Green	Amber	Education Strategy Board has met and worked on ambitions , challenges and principles for sustainable schools . We had aimed to circulate a draft by the end of the summer term . A draft is now being worked on for September
Continued progress on reducing youth violence through the Young People at Risk Partnership Network under the Young People at Risk Strategy 2019- 2029	T3 Children and young people	Theme 3 - Successful futures	2024-09-30	Green	Green	Green	Amber	Green	Green	The Council continues to support 14 students starting University each September for 3 years. 4 of these students are supported by private donors.
Continued progress on reducing youth violence through the Young People at Risk Partnership Network under the Young People at Risk Strategy 2019- 2029	T3 Children and young people	Theme 3 - Happy childhoods	2024-09-30	Green	Green	Green	Amber	Green	Green	The YaR network meet every 8 weeks to complete tasks, share information and jointly work together. By September will have a new YaR annual plan which the network would have led into. YaR KPI are also now being monitored and the health and well-being board.
Finalise and sign off Haringey Health and Wellbeing Strategy.	T4 Adults, health and welfare	Theme 4 - A healthy and active population	2024-09-30	Green	Green	Green	Green	Green	Green	Consultation on strategy themes completed. Draft Health and Wellbeing Strategy to be taken to September Health and Wellbeing Board for comment and sign off.
Finalise and sign off the Tobacco Control Action Plan.	T4 Adults, health and welfare	Theme 4 - A healthy and active population	2024-12-31	Green	Green	Green	Green	Green	Green	Plan completed and signed off

Finalise and sign off the Alcohol Strategy.	T4 Adults, health and welfare	Theme 4 - A healthy and active population	2024-12-31	Green	Green	Green	Green	Green	Green	<p>The Alcohol Strategy is being finalised and will be published online September 2024.</p> <p>Meetings with colleagues across the Council and NCL ICB are ongoing for the Action Plan, the aims have been agreed, but now deciding on actions and how these will be monitored over the first 2 years of the plan. The plan, as with the strategy, follows a life course approach, so the key focus for July is finalising 'Start Well' and 'Live and Age Well', then moving on to 'Healthy Place' in August.</p> <p>A stakeholder group is being set-up to monitor the Action Plan from 2024 – 26 with the first partner meeting to happen early December 2024</p>
Finalise and sign off the Haringey Sexual Health Strategy.	T4 Adults, health and welfare	Theme 4 - A healthy and active population	2024-09-30	Green	Green	Green	Green	Green	Green	completed and ready for taking to boards for information
Work with the Haringey Suicide Prevention Group to develop a Haringey Suicide Prevention Strategy.	T4 Adults, health and welfare	Theme 4 - A healthy and active population	2024-10-31	Green	Green	Green	Green	Green	Green	Haringey Public Health is in the process of developing a Haringey Suicide Prevention Strategy. It was discussed at the Adults Mental Health Board July 2024, and at the Children's Mental Health Executive Board in March.
Reduce Gambling Harms by commencing the community awareness-raising campaign.	T4 Adults, health and welfare	Theme 4 - A healthy and active population	2024-09-30	Green	Green	Green	Green	Green	Green	<p>The gambling harms programme have a gambling harms and access to services leaflet in libraries, pharmacies and services. Gamcare have attended a number of events to run a stall and engage with the community. We are in the process of developing an article about gambling harms and support services in various publications and e-newsletters.</p> <p>By the Autumn we should have completed a least one public 'gambling harms' webinar.</p>
Leisure centres and outdoor fitness offer – reopening, designing, and upgrading.	T4 Adults, health and welfare	Theme 4 - A healthy and active population	2025-03-31	Green	Green	Amber	Green	Green	Green	Tottenham Green Leisure Centre reopened fully in Q4 23/24 and has operated since that period. During Q1 the new Outdoor Gym in Down Lane Park has been constructed and opened to the public in Q2. Early work has commenced on the planning of upgrades to the gyms at Tottenham Green and Park Road.
Producing a Physical Activity and Sports Strategy.	T4 Adults, health and welfare	Theme 4 - A healthy and active population	2026-03-31	Green	Amber	Amber	Amber	Green	Amber	The work to develop a replacement Physical Activity and Sports Strategy will commence in April 2025 and be completed by March 2026. All specialist resources are focused on the insourcing of the leisure centres at present. There is also in progress to a new Programme Manager role that will oversee the development of the new strategy.
Establish initial Wellbeing Model offer to inform the operation of the borough's leisure centre facilities and encourage use of parks and green spaces.	T4 Adults, health and welfare	Theme 4 - A healthy and active population	2025-03-31	Green	Green	Green	Green	Green	Green	Wellbeing model being designed - a new set of webpages is being drafted with Public Health to align with the launch of the new inhouse leisure service.
Development and implement an anti-racism partnership action plan	T4 Adults, health and welfare	Theme 4 - A welcoming borough with a vibrant voluntary and community sector (VCS)	2024-09-30	Green	Green	Green	Green	Green	Green	<p>3 meetings have been held with partners since March 2024 to develop a draft action plan and an anti-racism statement for Haringey which is now at sign-off stage.</p> <p>The Racial Equity in Health and Care Group continues to meet quarterly with data and insight work progressing well, this will be further developed with secondary use of health data.</p>
Refresh the Welcome Strategy.	T4 Adults, health and welfare	Theme 4 - A welcoming borough with a vibrant voluntary and community sector (VCS)	2024-09-30	Green	Green	Green	Green	Green	Green	Autumn launch of a project developing a welcome toolkit based on independent research and collaboration. This will inform practice and our strategic action plan.
Develop a new VCS Strategy alongside our strategic partner.	T4 Adults, health and welfare	Theme 4 - A welcoming borough with a vibrant voluntary and community sector (VCS)	2025-06-30	Green	Amber	Amber	Amber	Green	Amber	Welcome Hubs continue to operate at two key locations, with increased delivery of support through residents and volunteers.
Develop a VCS engagement framework	T4 Adults, health and welfare	Theme 4 - A welcoming borough with a vibrant voluntary and community sector (VCS)	2024-11-30	Green	Green	Green	Green	Green	Green	Work has started to develop an Engagement Framework.

Implement the Localities Programme, including projects that support the integration of health and social care, to deliver the right support at the right time to targeted residents and reduce the impact of health inequalities.	T4 Adults, health and welfare	Theme 4 - Residents connected with the right support at the right time in their neighbourhoods.	2024-08-31	Amber	Amber	Green	Green	Green	Green	<p>In the East locality the redevelopment of the NRC is paused due to the wider considerations of the Capital Programme, a decision is expected in August. But the NRC continues to deliver a local service to vulnerable residents. In June this includes the launch of Cool Spaces to help vulnerable residents keep safe during any extreme weather.</p> <p>Bereavement Services starting 1:1 counselling at NRC from 19th June.</p> <p>Childhood weight management services delivering from NRC prior to Family Hub in the East.</p> <p>Across Localities work continues to link and integrate services across the council, including the integration with Shaping Tottenham and Wood Green to programmes to identify partnership opportunities. Unfortunately a recent partnership bid for a MH pilot was unsuccessful. However, the Haringey Expert Reference group set up by North London Mental Trust held at NRC. Peer expert panel to set priorities for Mental Health. The centre at Welbourne has been handed over to establish a new health centre in Tottenham Hale. And Public Health have a live contract for their Lifeways Programme. A recent Housing &amp; Health workshop at the Borough Partnership Exec has identified a number of priority areas for action. The Healthy neighbourhoods programmes - continued investment of over £1m from the ICB and BCF funding to deliver over 20 projects aimed and reducing health inequalities.</p> <p>Adult Social Care launched a Localities structure for service delivery on 22nd April.</p> <p>The NRC also held 'Team around me' Training a non-statutory strengths based and trauma informed model for holding case conferences or multi-agency meetings.</p> <p>The programme continues to influence neighbourhood and multi-agency approach to place making e.g. LGBTQIA+ places of safety and jointly exploring the benefits of trauma informed approaches.</p>
Developing online resources to ensure information about localities is accessible to all.	T4 Adults, health and welfare	Theme 4 - Residents connected with the right support at the right time in their neighbourhoods.	2024-07-31	Green	Green	Green	Amber	Green	Green	<p>The Padlet resource is up and running for East and West Localities - delivery for Central is in progress. This provides up-to-date details of new events, timetables and training opportunities and is shared through a wide network of partners.</p>
Taking a council-wide approach to embed financial inclusion and resilience support approaches for residents.	T4 Adults, health and welfare	Theme 4 - Residents connected with the right support at the right time in their neighbourhoods.	2024-09-30	Green	Green	Green	Green	Green	Green	<p>The Financial Support Team distributed £4.4 million to 35,000 residents in 23/24 from funding we have received through the governments Household Support Fund, which was in the main provided as cash vouchers directly issued to low-income families and residents who were most in need. The new report for the next stage of the HSF was recently approved and signed.</p> <p>We deliver a range of target proactive campaigns to reach residents who are not claiming benefits they are entitled to. Phase one of our local pensions credit campaign led directly to 368 households claiming their entitlement and bring an extra £1.9 million into their pockets and into our local economy to nearly £22.7 million over their lifetimes this boosted the income of those household by over £5000 and unlocked £0.8 million in additional support. Phase 2 is now underway but has so far seen 169 households claim Pension Credit, which equates to £680,715 Per year across these households and a lifetime value of £8.5 million This is a huge take up level already, and we anticipate that this will continue to increase in the next couple of months. Range of other campaigns are also underway including one to improve the take-up of healthy start vouchers.</p> <p>Wider comms campaigns to promote the Here to Help webpages and support as well as promoting the Financial Support Team, are live and active.</p>
Income Maximisation Delivery Group workplan and implementation.	T4 Adults, health and welfare	Theme 4 - Secure and resilient lives	2024-09-30	Green	Amber	Red	Red	Green	Red	<p>Although there were some concerns about ownership and resources to meet the income max milestones, these have been negotiated and slightly revised. However there have been on-going successful data led campaigns which have produced positive outputs. For example the latest data on our Pension Credit campaign from this year shows 169 households have claimed Pension Credit which equates to a total of £680,715 per year across these households and a lifetime value of £8.5m. This is a huge take up level already and we anticipate this will continue to increase in the next couple of months. In April 2024 nearly 3,000 letters, and nearly 5,622 text messages were sent out across Haringey, Greenwich, and Redbridge in the first ever data-led cross London Healthy Start take up campaign resulting in some really positive feedback from residents. Evaluation results will be available shortly but we know that uptake of Healthystart vouchers digital scheme has improved from 58% in March to 62% in June. One in four households applied to Healthy Start as a result of the messages whilst one in two did not know that Healthy Start even existed. In terms of milestones the first being in September '24 to develop a project plan to support residents through Universal Credit migration, this work is on track. The Red status against resources and risk represent the lack of capacity for leadership in the current allocated area. design</p>
Improve collection of Corporate Debt.	T4 Adults, health and welfare	Theme 4 - Secure and resilient lives	2025-10-31	Green	Green	Green	Green	Green	Green	<p>ASC debt project progressing.</p>
Review and update Ethical Debt Collection policy.	T4 Adults, health and welfare	Theme 4 - Secure and resilient lives	2026-04-30	Green	Green	Green	Green	Green	Green	<p>Work to review and update the policy will commence April 2025</p>

Create a co-produced Carers Offer and Forum.	T4 Adults, health and welfare	Theme 4 - Secure and resilient lives	2025-03-31	Green	Green	Green	Green	Green	Green	<p>Haringey Co-Production Carers (HCPC) were formed in April 2024. The group consists of 16 Carers who represent a broad range of carers from across Haringey with many different caring responsibilities.</p> <p>HCPC were trained by our partners Community Catalysts and facilitation was provided for the group to set out the vision and charter for the group which is the basis for the Terms of reference for the group.</p> <p>The group meets once a month (although across 2 meetings, 1 weekday and 1 weekend meeting - to be accessible for carers who work and find it challenging to meet on weekdays).</p> <p>The group are currently forming project plans for a range of projects to support unpaid carers across Haringey.</p>
Review and update the Carers' Strategy.	T4 Adults, health and welfare	Theme 4 - Secure and resilient lives	2025-03-31	Amber	Green	Amber	Green	Green	Green	<p>Session on the review and update of the carers strategy held at the Commissioning CoProduction Board and a coproduction approach agreed.</p>
Implement the Carer and Hospital Discharge Toolkit.	T4 Adults, health and welfare	Theme 4 - Secure and resilient lives	2025-03-31	Amber	Green	Green	Green	Green	Green	<p>Initial engagement with Acute and Non Acute partners undertaken. This project is dependent on embedding carers service staff into the trusts. As carers service is currently being recommissioned this will commence once the carers contract is awarded Sep/Oct 2024. To note this project is ARF funded (not ring-fenced) therefore shall run for a period of 12 months post commencement.</p> <p>Initial Conversations with CYPs Colleagues have commenced.</p>
Develop an approach for greater alignment with Young Carers activity.	T4 Adults, health and welfare	Theme 4 - Secure and resilient lives	2025-03-31	Amber	Green	Green	Amber		Green	<p>Young working age carer (Student) from Haringey Co-Production Carers will be supporting with the development of this project.</p>
Development and implementation of the Period Dignity Coordination Group to lead on tackling period poverty across Haringey.	T4 Adults, health and welfare	Theme 4 - Secure and resilient lives	2024-09-30	Green	Amber	Green	Green	Green	Green	<ul style="list-style-type: none"> <li>Building links to work of Toilet Strategy and their governance through HWBB</li> <li>Webpage is now live: <a href="http://www.haringey.gov.uk/health-wellbeing/health-services-support/period-products">www.haringey.gov.uk/health-wellbeing/health-services-support/period-products</a></li> <li>Expanding reach of comms to Schools, Faith Networks and community groups to ensure we reach all residents. Focus groups have been held.</li> <li>Collating data on uptake of free stock to analyse against other council datasets to better inform focussed interventions</li> </ul>
Services will be redesigned to deliver localities model to improve connections and understanding with the local community, designed with resident participation and incorporating Assistive Technology.	T4 Adults, health and welfare	Theme 4 - Vulnerable adults are supported and thriving.	2025-03-31	Green	Green	Green	Amber	Green	Green	<p>We have already implemented localities as a model, at least in it's first phase. We continue to work internally to develop our pathways, processes and policies before wider comms to ensure internal working and connection of the model. We have had to bring some phase two work in early (FRT) that has created some significant pressure we had not planned for but this does help to resolve some significant risk in the front door. We are undertaking our 3 month review 18th July</p>
Implementation of a strength-based approach to assessments and review, which recognises residents' and carers' unique qualities throughout services.	T4 Adults, health and welfare	Theme 4 - Vulnerable adults are supported and thriving.	2025-03-31	Green	Green	Green	Green	Green	Green	<p>The strengths-based model has been implemented but will not be further supported by our move into localities</p>
Work with disabled people to explore changes in charging policy for people requiring independent living support.	T4 Adults, health and welfare	Theme 4 - Vulnerable adults are supported and thriving.	2026-04-30	Red	Red	Red	Red	Red	Red	<p>Deliverability of this is based on the outcomes of MTFs discussions.</p>
Review and improve the Direct Payments offer.	T4 Adults, health and welfare	Theme 4 - Vulnerable adults are supported and thriving.		Amber	Amber	Amber	Amber	Amber	Amber	<p>PID completed. Mini-sprint with key stakeholders scheduled for September 2024.</p>
Improve financial outcomes for residents by ensuring funding arrangements for care are sourced and allocated from the correct funding stream.	T4 Adults, health and welfare	Theme 4 - Vulnerable adults are supported and thriving.	2024-12-31	Amber	Amber	Amber	Amber	Amber	Amber	<p>On-going discussions between ASC and Finance to agree and resolve accurate allocation of grant funding to cost codes.</p>
Refurbishment of the Canning Crescent clinic to create a new Adult Mental Health Facility.	T4 Adults, health and welfare	Theme 4 - Vulnerable adults are supported and thriving.	2025-03-31	Red	Red	Amber	Red	Green	Red	<p>Progress has been delayed by contractor insolvency but new contractor appointed and now on site. Revised delivery timelines of January 2025 which we are on track to meet. However deliverability of this programme is subject to outcomes of MTFs discussions.</p>
Working in partnership to reduce health inequalities to meet our ambition of equitable access, experience and outcomes.	T4 Adults, health and welfare	Theme 4 - Vulnerable adults are supported and thriving.	2025-08-31	Green	Green	Green	Green	Green	Green	<p>4 health champions identified as part of new programme to embed prevention work into specific communities with an initial focus on immunisations.</p> <p>Majority of BP health inequalities projects continue into 24/25.</p> <p>Data and insight work progressing well, this will be further developed with secondary use of health data.</p>

Improvements in transitions for younger adults. Promoting wellbeing and independence and finding innovative solutions to meet their needs and enhance their autonomy. This may be through education, volunteering opportunities and paid employment	T4 Adults, health and welfare	Theme 4 - Vulnerable adults are supported and thriving.	2025-03-31	Green	Governance is now in place and project management methodology introduced. Recruitment of the Assessment Team completed, with staff starting in Sept. YP identified to introduce the new interventions that will bring about the savings.						
Preparing for CQC Assurance inspection, with the aim of achieving an outcome of "Good"	T4 Adults, health and welfare	Theme 4 - Vulnerable adults are supported and thriving.	2025-07-31	Amber	Green	Green	Amber	Green	Green	Green	We feel that we have provided a strong submission for the self-assessment and information return. However, inspection is happening sooner than we would have liked given the identified areas for development as part of our original self-assessment, it's right at the start of a new model of service delivery (localities) and challenges with a small but prominent group of carers. However, mock inspection came back as good and we are preparing robustly
Adopt a New Local Plan.	T5 Homes for the future	Theme 5 - Building high-quality, sustainable homes	2024-10-31	Green	Green	Amber	Green	Green	Green	Green	Draft Local Plan under preparation in accordance with timetable published in June 2024 Strategic Planning Committee Planning Service update report. Cabinet approval to consult on Draft Local Plan targeted for end of 2024
Meeting our housing target by granting planning permissions in accordance with our policies and quality standards, through our Development Management and Building Control services.	T5 Homes for the future	Theme 5 - Building high-quality, sustainable homes	2025-03-31	Amber	Green	Green	Green	Green	Green	Green	The Planning Service continues to have excellent performance for determining major applications. A new Local Plan is under preparation to support increased levels of housing delivery in the borough. It is to be noted that the delivery of consented homes is outside of the Council's control. The current market for new build residential is widely understood to be weak in London which puts delivery of this target at risk.
Building new council homes.	T5 Homes for the future	Theme 5 - Building high-quality, sustainable homes	2025-04-30	Green	Green	Amber	Amber	Green	Green	Green	Work progressing to achieve target of completions and handovers to more than 700 homes by 1st February 2025. To oversee and enable the creation of the aftercare, voids and repairs Team and to ensure that the necessary Contracts are put in place by 30th November 2024 and to ensure Starts on Site for March 2025 for 70 new homes and submit planning applications for 100 new homes by 31st March 2025.
Develop Housing Delivery Strategy and priorities for 2032 and beyond.	T5 Homes for the future	Theme 5 - Building high-quality, sustainable homes	2026-03-31	Green	Green	Amber	Amber	Green	Amber	Amber	Uncertainty over the post 2031 pipeline has begun to be resolved through the Strategic Asset Management Plan work and future Sites are beginning to come forward for consideration as Gateway 1 additions to the Housing Delivery Programme. These will be progressed through the approved Governance pathways.
Commission a new strategy to guide the delivery of new supported housing.	T5 Homes for the future	Theme 5 - Building high-quality, sustainable homes	2026-03-31	Green	Green	Amber	Green	Green	Green	Green	In April 2024 we awarded a contract for research into the need for new supported housing, and that work is now underway. It will inform the new supported housing strategy.
Prepare a strategy on the future needs of housing for older people in Haringey.	T5 Homes for the future	Theme 5 - Building high-quality, sustainable homes	2026-03-31	Green	Green	Amber	Green	Green	Green	Green	Strategy governance established, target date for adoption of strategy September 2025
Complete void works to existing and newly acquired properties to bring up to a lettable standard.	T5 Homes for the future	Theme 5 - Improving social housing and the private rented sector	2025-03-31	Green	Green	Green	Amber	Green	Green	Green	Positive recent progress on the voids objective has included the appointment of a new permanent Head of Repairs and a new Voids manager is in the process of being brought in. The 2022/23 voids backlog has been cleared and work to improve voids data and voids reporting has been undertaken including the creation of a new Power BI voids reporting dashboard. A risk in this area is the high volume of voids coming in as a result of the community moves programme but the new Head of Repairs is looking at the team structure and resourcing and the voids objective is currently seen as on track and achievable.
Deliver retrofit improvements in our housing stock, improving energy performance and reducing Fuel Poverty.	T5 Homes for the future	Theme 5 - Improving social housing and the private rented sector	2025-03-31	Green	Amber	Green	Amber	Green	Green	Green	The Council has been successful at securing external funding to deliver measures for our tenants and residents: we are working with SHINE London, to deliver measures, and our outreach work has been most beneficial with the elderly and those with long term health issues. We are focusing on families who are under represented. Pilot project for retrofit of 289 properties, part funded through our successful SHDF bid, is in design stage. Target date for appointment of contractor Quarter 3 2024/25, with aim of starting on site in Q4 2024/25, subject to Cabinet approval. SHDF Wave 3 bid scoping has commenced, date for submission is pending announcement by government. The 2024/25 Planned Investment Programme includes Decent Homes related works for 700+ Council owned homes. These works include heating upgrades and external works (windows, doors, roofs). This is in addition to structure works being undertaken on a number of blocks and our programme of carrying out extensive works on 14 void properties. All of the above initiatives will directly contribute to carbon reduction by improving energy performance and reducing fuel poverty.

Deliver Council Housing Energy Action Plan.	T5 Homes for the future	Theme 5- Improving social housing and the private rented sector	2025-09-30	Red	Green	Amber	Amber	Green	Amber	<p>The HEAP delivery plan is behind schedule due to resources to deliver. But the Coldfall project is going ahead and making meaningful impact on the community. This pilot project for retrofit of 289 properties, part funded through our successful SHDF bid, is in design stage. Target date for appointment of contractor Quarter 3 2024/25, with aim of starting on site in Q4 2024/25, subject to Cabinet approval.</p> <p>SHDF Wave 3 bid scoping has commenced, date for submission is pending announcement by government.</p> <p>The 2024/25 Planned Investment Programme includes Decent Homes related works for 700+ Council owned homes. These works include heating upgrades and external works (windows, doors, roofs). This is in addition to structure works being undertaken on a number of blocks and our programme of carrying out extensive works on 14 void properties.</p>
Deliver an Affordable Energy Strategy.	T5 Homes for the future	Theme 5- Improving social housing and the private rented sector	2025-10-31	Green	Green	Amber	Amber	Green	Green	A project plan for the delivery of this has been designed and the new Affordable Energy Strategy is planned for the end of 2025.
Deliver our Decent Homes programme.	T5 Homes for the future	Theme 5- Improving social housing and the private rented sector	2025-03-31	Amber	Green	Amber	Amber	Amber	Amber	<p>As at end Q1 2024/25 58 homes have been made decent in the year to date, against a target of 700.</p> <p>Works continuing to Noel Park Pods and new internal and external capital schemes due on site later in year though some slippage due to procurement delays.</p> <p>Extensive block refurbishment work project at Kenneth Robins and Stellar House are due to commence Quarter 4 2024/25.</p> <p>A programme of rolling stock condition survey planned to commence in Quarter 4 2024/25 to ensure stock data accurate and up to date.</p> <p>To enable delivery of 100% decent homes by 2028, the procurement of four long term (10 year) Partnering Contracts planned to commence in Sep/Oct 2024 following the completion of the LCP framework procurement. Start on site for the appointed contractors is expected Quarter 2 2025/26.</p>
Improve quality of Private Rented Sector (PRS) through the Council's property licensing schemes by ensuring standards are met at application stage through compliance inspections.	T5 Homes for the future	Theme 5- Improving social housing and the private rented sector	2025-03-31	Amber	Green	Amber	Green	Green	Green	Overall this activity is on track with Q1 performance outcomes being exceeded in the number of licenses issued. This has offset the target for compliance inspection completed which has slightly underachieved this quarter achieving 82% against the quarterly target if the project is to stay on track. Recruitment to vacant compliance officer posts will help to boost the number of inspections carried out moving forward. Adverts to go out at end of August 2024. Targets will be reprofiled to reflect this.
Undertake a full review of all policies relating to our tenants and leaseholders in our role as their landlord.	T5 Homes for the future	Theme 5- Reliable, customer-focused resident housing services	2024-12-31	Amber	Amber	Amber	Amber	Green	Amber	The review is well underway but will not be fully complete by December 2024 due to the number of policies needing a full update.
Deliver our Housing Improvement Plan.	T5 Homes for the future	Theme 5- Reliable, customer-focused resident housing services	2025-03-31	Green	Green	Green	Amber	Green	Green	<p>Housing Improvement Plan programme reporting as green overall, with positive improvements including the launch of three new systems with support from the change team in 2024 so far (see Priority A highlight reporting for more detailed information):</p> <ul style="list-style-type: none"> <li>- The Rent Sense system helping to improve rent collection levels.</li> <li>- The C365 compliance management system improving building safety and compliance management and reporting.</li> <li>- The Insights module in the Total Mobile/ Service Connects system improving monitoring of operative and team productivity.</li> </ul> <p>For the programme as a whole, Risk is at Amber as the Portfolio Manager and PMs are taking on significant roles in Housing Services preparation for inspection work under the new RSH regime, and this may have some impact on the original HIP objectives.</p>
Implement the new consumer standards across our services to meet our obligations under the new social housing regulation regime.	T5 Homes for the future	Theme 5- Reliable, customer-focused resident housing services	2024-12-31	Green	Green	Green	Amber	Green	Green	Housing Service colleagues and the PMs on the Housing Change team have formed an inspection preparation team reporting into the Housing Service Management Team. The team have engaged the Housing Quality Network (HQN) to undertake a mock inspection against the updated consumer standards in Sept and Oct. An initial away-day for housing service managers was held with the HQN inspection team, an internal planning session with senior managers has been held, and all people managers have been briefed on the inspection at the recent Housing Leadership Forum. The inspection team are currently gathering information for the self-assessment against the consumer standards, for the accompanying document request list and developing an inspection action plan to address gaps identified by the self-assessment. Risk is at amber as the PMs are undertaking this work alongside their existing HIP objectives (though there is a lot of cross over in the work on the HIP and work related to inspection preparation).

Reduce rent arrears and boost income collection rates.	T5 Homes for the future	Theme 5- Reliable, customer-focused resident housing services	2025-03-31	Green	Green	Green	Green	Green	Green	For the previous year (2023/24), the Income Collection team improved performance across the year and exceeded the previous target of 97% with a year-end performance of 97.4%. For the current year (2024/25), the service have been above target or within tolerance for 2 of the 3 months so far, have been collecting income at a higher level than the equivalent months last year and are seen as likely to achieve the new target of 97.5% in the current year. The service has also started using a newly introduced rent analytics system called Rent Sense and it is anticipated that this will help the service further boost collection rates and arrears collection as the year progresses. This objective is seen as on track / green and achievable at the current time.
Provide more accessible housing management services.	T5 Homes for the future	Theme 5- Reliable, customer-focused resident housing services	2024-10-31	Green	Green	Green	Amber	Green	Green	Weekly surgeries with Tenancy Managers in attendance are now being held at BWF, the NRC, and Wood Green library, providing significant extra visibility and accessibility for the service. The service is currently looking at whether drop-in sessions can be expanded to Marcus Garvey library and this is subject to an assessment of available resources. Risk is at amber on this objective as the Head of Tenancy Management, who is leading on this work, will shortly be leaving the service to take up a new role elsewhere. However, recruitment for this post is underway and it is anticipated that a new Head of Service will be in post in time to continue the positive work undertaken in this area.
Collect household profile information and use resident data to shape and deliver excellent housing management services.	T5 Homes for the future	Theme 5- Reliable, customer-focused resident housing services	2024-12-31	Green	Green	Green	Green	Green	Green	Tenancy management staff are currently collecting household profile information as BAU on tenancy audits / welfare checks and this is helping to improve the quality of resident data that we hold on NEC. A proposal went to the July 24 Housing Management Board re: the recruitment of a 6-month agency post to contact residents and input up to date information and the proposal was agreed, so recruitment of this additional resource will now be progressed to help accelerate data collection. Work is also underway on a series of Power BI dashboards to help ensure we target housing services more effectively.
Acquire 150 new homes to use as high-quality temporary accommodation or other non-secure housing.	T5 Homes for the future	Theme 5 - A reduction in temporary accommodation	2026-03-31	Green	Green	Green	Green	Green	Green	Progress on identifying properties this quarter has been good. We are also close to securing a void contractor to complete void works. At present we have completed/progressing 49 properties against the 150 target.
Refresh temporary accommodation (TA) placements policy and PRS discharge policy.	T5 Homes for the future	Theme 5 - A reduction in temporary accommodation	2024-12-31	Amber	Green	Amber	Amber	Green	Amber	Engaged with Cabinet members but unlikely to have a new policy in place by December 2024
Improve standards in TA by increasing the number of tenancy audits and improving void turnaround time.	T5 Homes for the future	Theme 5 - A reduction in temporary accommodation	2024-06-30	Green	Green	Green	Green	Green	Green	We have two dedicated officers in place to visit Nightly paid Accommodation and undertake occupancies checks. We are working with IT to generate report from NEC which will support a robust tenancy audit programme
Reduce the use of bed and breakfast (B&B) and move those in B&B to alternative TA or Permanent Accommodation	T5 Homes for the future	Theme 5 - A reduction in temporary accommodation	2024-06-30	Red	Red	Red	Red	Red	Red	Milestones have not been met due to continued high demand, lack of alternative TA supply and private rented accommodation alongside a delay in the mitigation's factored into these targets( new builds, voids and modular TA). We are, however, expecting some of these to gain momentum and by year end aim to have halved the number of households in B&B - Average stay in B&B at the end of June was 14 weeks.
Provide better support for single homeless households with complex needs. Identify suitable support for vulnerable adults placed in TA.	T5 Homes for the future	Theme 5 - A reduction in temporary accommodation	2024-09-30	Amber	Amber	Amber	Amber	Amber	Amber	Dedicated officer in place supporting single people in TA and support plans being created, however, number and complexity if proving challenging for one officer and arrangements are being reviewed. Homeless Link commissioned to review need for supported housing in Borough and planning meetings with relevant services area have been taking place to decide methodology.
Improve our access to private rented sector accommodation as a long-term housing solution by improving our offer to landlords and working with landlords raising their awareness of our offer.	T5 Homes for the future	Theme 5 - A reduction in temporary accommodation	2024-09-30	Amber	Amber	Amber	Amber	Amber	Amber	This will now form part of the TA sprint. A programme will be developed to support this. We have started to review borough offers and we have started to work with the communications team on promotions
Develop a new Housing Allocations Policy.	T5 Homes for the future	Theme 5 - Preventing and reducing homelessness and rough sleeping	2024-09-30	Amber	Green	Amber	Amber	Green	Amber	Due to go to Cabinet in November 2024
Co-produce a new Homelessness Strategy with partners in the borough.	T5 Homes for the future	Theme 5 - Preventing and reducing homelessness and rough sleeping	2024-09-30	Red	Green	Amber	Green	Green	Amber	Homeless Reduction Board - chaired by Cabinet Member - is established and oversees this work. Target date for new Homelessness Strategy is March 2025
Improve data collection to ensure rapid accommodation options are available for people who are rough sleeping.	T5 Homes for the future	Theme 5 - Preventing and reducing homelessness and rough sleeping	2025-06-30	Green	Green	Green	Green	Green	Green	The Housing Related Support Dashboard allows senior managers to see real time updates on performance including the following metrics: voids, successful move ons from the pathway and the number of referrals received. The service continues work to improve the uniformity of data collection across commissioned and directly delivered services and KPI monitoring.
Bid for available revenue and capital funding to build more accommodation for people rough sleeping.	T5 Homes for the future	Theme 5 - Preventing and reducing homelessness and rough sleeping	2025-04-30	Green	Green	Amber	Amber	Amber	Amber	Grant funding bids for additional supported accommodation development have been successful. The complex needs service has been implemented within target timeframe. However, the amber rag rating is to reflect that the properties acquired for the Housing First grant funded service remain in the voids waiting list for repairs and the service cannot commence until the properties are available and ready to let

Improve move-on rates into the private rented sector for people affected by rough sleeping	T5 Homes for the future	Theme 5 - Preventing and reducing homelessness and rough sleeping	2025-04-30	Green	Green	Green	Green	Green	Green	The data collection and dashboard for monitoring performance around move on is complete and being utilised by SMT. A move on steering group has been formed to ensure KPIs are met. We were also selected in to participate in a resettlement pilot which has enable additional commissioned resource to work on move on from our Mulberry Heights services.
Raising awareness of adult and child exploitation and modern slavery making information about exploitation more accessible through the Council's website, media campaigns and local engagement.	T6 Safer Haringey	Theme 6 - Secure and supported communities	2025-04-30	Green	Amber	Amber	Green	Green	Green	Haringey Council's website has a range of resources about Modern Slavery (Modern slavery   Haringey Council). The Joint Strategic Needs Assessment for Modern Slavery has recently been developed in collaboration with partners and published online (Modern Slavery - Joint Strategic Needs Assessment (JSNA) (haringey.gov.uk)). The Council inbox for Modern Slavery provides information on national services and the NRM, and links to a Modern Slavery training video produced by Haringey Council. The Public Health VAWG Team were engaged in MPS' Adder Event in June 24, focussing on the intersection of substance use and exploitation and trafficking.
Increasing trust and confidence in the local authority and policing with communication and visibility activities like engagement events, community forums, and weeks of action (WOA) where activity is focused on a specific area.	T6 Safer Haringey	Theme 6 - Secure and supported communities	2025-03-31	Green	Green	Green	Green	Green	Green	Several activities on track including WOA, and more recently DOA, location of concern meetings and Ward Walks. Work with MPS on track to support delivery of the new met for London plan.
Invest in street lighting, changing streetlights to LED and installing additional lighting in areas where residents don't feel safe.	T6 Safer Haringey	Theme 6 - Secure and supported communities	2025-03-31	Green	Green	Green	Green	Green	Green	Programme agreed at Cabinet. 19 locations where works will include look to improve lighting levels, designs nearly completed. Programmes agreed with contractor and equipment has started to be ordered.
Designing crime prevention interventions and tackling crime and anti-social behaviour (ASB) issues generally as part of Shaping Tottenham (including work in Bruce Grove, Seven Sisters and Northumberland Park as priority areas) and Shaping Wood Green.	T6 Safer Haringey	Theme 6 - Secure and supported communities	2024-08-31	Green	Amber	Amber	Green	Green	Green	Designing out crime and other crime reduction/ASB measures are a key component of both Shaping Wood Green and Shaping Tottenham. Teams are exploring joint action plans as part of finalising Shaping Tottenham and how to align across priority areas.
Continue to develop and pilot work on a Safer Parks for Women and Girls Network.	T6 Safer Haringey	Theme 6 - A reduction in violence against women and girls (VAWG)	2025-03-31	Green	Green	Green	Green	Green	Green	A working group has been established between council officers and external partners to drive forward this work. There are a range of activities for women and girls that are now taking place across the borough. These are helping to create safe spaces and activities for women and girls to safely access their local park. Most recently: Recruited 14 women aged 16 – 30 years from across the borough to form a new Haringey Parks Young Women's Network and help engage more women and girls in our parks. The first meeting will take place on 2nd August and monthly thereafter.
Increase the number of safe havens in local businesses for women to use at night.	T6 Safer Haringey	Theme 6 - A reduction in violence against women and girls (VAWG)	2025-01-31	Green	Green	Green	Green	Green	Green	Haringey has a number of existing Safe Havens who have received training previously. The Public Health VAWG team is currently in the process of offering training to existing Safe Havens, as well as recruiting new Safe Havens to receive training in 2024/25. This training will include information on the forms of VAWG, how to intervene safely, and services available. New Safe Havens will include faith spaces, children's centres, and a fire station. Work is ongoing with the business and regeneration team to cascade information on the scheme to local businesses.
Coordinate and introduce a VAWG residents association, and a training offer for residents.	T6 Safer Haringey	Theme 6 - A reduction in violence against women and girls (VAWG)	2025-01-31	Amber	Amber	Amber	Amber	Amber	Amber	This is part of the Domestic Abuse Housing Association accreditation action we are trying to achieve by 2026. We are currently scoping the resident engagement aspects of this.
Create a VAWG and housing pathway that supports all teams in both internal housing and external domestic abuse services.	T6 Safer Haringey	Theme 6 - A reduction in violence against women and girls (VAWG)	2024-12-31	Amber	Amber	Amber	Amber	Amber	Amber	This is part of the DAHA accredited action which is currently allocated to P&H. As part of the DAHA standards this development point is currently covered within the framework and DAHA priority areas in order to achieve the accreditation. The timelines will therefore reflect the DAHA action for 2026. The RAG status added here reflects the current timeline which now needs to be amended in line with the DAHA action on the CDP.
Hearthstone to collaborate with Haringey Repairs Team to develop an improved service offer and process for the Sanctuary scheme.	T6 Safer Haringey	Theme 6 - A reduction in violence against women and girls (VAWG)	2024-08-31	Green	Green	Amber	Amber	Green	Green	The Sanctuary process is now part of Placemaking and housing improvement board and DAHA - HRS have appointed a contractor in order to carry out the security works. Tool box talks will begin in August 2024
Continue to improve our housing response to domestic abuse by working towards Domestic Abuse Housing Accreditation (DAHA) within Housing Demand and Placemaking and Housing.	T6 Safer Haringey	Theme 6 - A reduction in violence against women and girls (VAWG)	2026-04-30	Green	Green	Green	Amber	Green	Green	DAHA self-assessment completed and action plan in place. Residents DA & VAWG policy and staff DA policy developed in draft. Residents' policy taken to Residents Voice Board in July 24 to get residents' feedback which will be incorporated into the policy document. Risk is at amber due to the recent departure of the AD of Housing Demand and the Head of Tenancy Management, who were both members of the project group. However, it is anticipated that the new leads who will be taking over these areas will ensure their services continue to prioritise this work.

Providing hate crime awareness training and briefing sessions to front line organisations, including Council staff and schools.	T6 Safer Haringey	Theme 6 - A reduction in hate crime	2024-12-31	Green	Green	Amber	Amber	Amber	Amber	In Q1, one formal training session was conducted with Victim Support North Area colleagues, and six briefings were delivered to internal colleagues, partners, and external communities. The number of formal training sessions is expected to decrease as the lead officer has transitioned to a new role, and the Hate Crime position is currently being recruited. Nonetheless, general topics related to Hate Crime and tensions are still addressed within Prevent training for professionals and schools staff. The team have worked towards embedding Prevent and Hate Crime into staff induction day. In Q1 we held our first session with the new cohort of staff. This is expected to run every 4 weeks. The Hate Crime Delivery Group/Tensions monitoring group are still running BAU each quarter where briefings on Hate crime stats and tensions are delivered. During Q1 we held 2 of these meetings and delivered two briefings.
Create and distribute resources to support the Hate Crime Strategy, that raise awareness of hate crime, its definition and how we can prevent it, as well as organising community meetings, to provide spaces for victims' feedback to be heard.	T6 Safer Haringey	Theme 6 - A reduction in hate crime	2024-09-30	Amber	Green	Green	Green	Green	Green	In Q1, meetings with the Communications team were held to review our communications strategy and develop posters and literature. Communication efforts will intensify around National Hate Crime Awareness Week in Q2, focusing on key messages about the definition of hate crime and reporting avenues, which will be promoted through literature and events to all partners/staff/police staff and education staff/pupils.  Community engagement has increased in Q1. The Prevent Engagement Officer has conducted 31 visits to community members, including faith institutions VCS organisations and members of the Turkish/Kurdish community. During all visits, the officer lead on discussions around hate crime, what it is and the importance of reporting. The Hate Crime Lead has been actively engaging with the Orthodox Jewish community, holding two meetings in partnership with the police to listen to and address current concerns. Feedback from these sessions has been positive. Efforts are also underway from the Engagement Officer to expand the Multi Faith Forum's membership to include the Orthodox Jewish community and other religions not currently represented. Additionally, the team has engaged with business owners and residents affected by hate crime on seven occasions, providing support and listening to their experiences.  During Q1 library staff have been supported in response to a series of hate incidents that had taken place within the toilets.
Provide multiple avenues for reporting by collaborating with community organisations and third-party reporting services, to enhance reporting processes.	T6 Safer Haringey	Theme 6 - A reduction in hate crime	2025-03-31	Amber	Green	Amber	Amber	Amber	Amber	In Q1, discussions began with MET Police LGBT+ Community Liaison Officers, the Council's Economic Development team, and Night Time Economy Solutions to scope, plan, and initiate the Safe Havens project. This project is in its early stages and is expected to be a long-term initiative.  Information about organisations that offer reporting services is available on the council website and included in the Hate Crime strategy. We will continue to promote these outlets year round with an emphasis during Hate Crime Week.  Work is also ongoing with the Haringey Multi Faith Forum to explore third-party reporting options. We held 1 MFF meeting in Q1 where this topic was discussed as an agenda item. These discussions will be part of the planning for National Hate Crime Awareness Week.
Develop a new training offer to raise awareness and support professionals and residents in accessing the diverse VAWG services available	T6 Safer Haringey	Theme 6 - A reduction in violence against women and girls (VAWG)	2025-03-31	Green	Amber	Green	Green	Amber	Green	The Haringey Safeguarding Children's Partnership is exploring the commissioning of training on the intersection of VAWG and CYP. A DAHA Accreditation Process is being undertaken which requires Council staff to be trained in Domestic Abuse. A small working group is developing the training offer to meet the breadth of training needs required by both the DAHA accreditation process and the Council's DA policy. Haringey has a range of diverse VAWG services available to residents, including Independent Domestic Violence Advocates (IDVAs) who provide holistic victim-centred support, and refuge which provides safe accommodation for victims and children who flee their homes. In terms of access, the number of new cases for Q1 2024-25 are as follows: Galop LGBT+ IDVA - 6, Solace floating support - 35, Young Women & Girls IDVA - 21, London Black Women's Project floating support - 2, London Black Women's Project refuge - 2, Solace refuge - 9, IRIS - 11. Data is currently outstanding for Nia and Imece IDVA services. Total (minus Nia and Imece IDVAs): 86.
Increase opportunities to showcase local creativity and heritage through an Arts & Culture Events programme, including Rebel Borough themes.	T7 Culturally rich borough	Theme 7 - A thriving arts and culture sector supported by the Council's collaborative approach.	2025-03-31	Green	Green	Green	Green	Green	Green	A successful programme of heritage talks and walks, highlighting local stories of activism and innovation, is being planned and delivered. Tottenham Tales and South Asian Heritage trails have been launched, with plans to expand both. A Rebel Borough timeline, which will be accessible via the LBCC page on the LBH website, is in development. The Culture Team have coproduced successful South Asian Heritage Month and Windrush Day cultural programming, this was done by working closely with local groups and artists to showcase creativity and heritage through programmes. Working with Tumpike Lane Traders and BCHA, a heritage trail has been developed showcasing the heritage of the people who live and work along Tumpike Lane, past and present. A Pride walk was developed as part of 2024 Pride Month showcasing the borough's LGBTQIA+ history.

In preparation for LBoC, develop and support a borough wide tourism offer in Haringey.	T7 Culturally rich borough	Theme 7 - Promoting an ambitious culture programme for Haringey	2025-03-31	Green	Amber	Amber	Amber	Green	Amber	Mapping of local cultural assets, walking trails, analysis of arts audiences and patterns of arts participation have started. Work has commenced to identify resourcing for the development of a Destination Haringey delivery plan. Review of current LBH culture webpages has begun and a LBoC Communications Plan is being developed which is aligning with the Destination Haringey theme within LBoC delivery.
Promote and elevate arts and culture initiatives and borough wide programmes	T7 Culturally rich borough	Theme 7 - Promoting an ambitious culture programme for Haringey	2024-09-30	Green	Green	Green	Green	Green	Green	Forward planning for all events and activities has started, working alongside our Communications team to develop dedicated Comms Plans and artist-led Visual Identities for each programme - BHH365, WHM etc. Haringey listings for programmes have been added to national websites for programmes such as Open House and South Asian Heritage Month.
Ensure participation in arts and culture events is reflective of our borough's communities.	T7 Culturally rich borough	Theme 7 - An inclusive approach to arts & culture participation	2024-12-31	Green	Green	Green	Green	Green	Green	Successfully coordination of community-led boroughwide programming, for Windrush Day and South Asian Heritage Month, enabled more local groups to deliver programming representative of our communities. Over 30 events delivered as part of Haringey's Windrush Day programme across the borough. Welcoming over 7k people, including Windrush Elders and their descendants, schoolchildren and residents. Activities included a Steel Pan festival, sewing workshops and a Windrush Cars exhibition. Over 150 creatives performed as part of the programme, all being part of the Windrush Generation or descendants. LBH staff network EMBRACE, delivered a sell-out Windrush panel discussion at BGAC, the event was a huge success, with guest performances by Lover's Rock legends Carrol Thomson and Janet Kay.
Ensure youth voice is integral to the council's arts & culture decision making, planning and programming, particularly in preparation for LBoC.	T7 Culturally rich borough	Theme 7 - An inclusive approach to arts & culture participation	2024-12-31	Green	Amber	Green	Green	Green	Green	Working with Tottenham Regeneration team and CONEL, young people were the official photographers of the Windrush programme and their work has been used as part of the Windrush marketing campaign. For Open House, we are working with young people from their Accelerate programme. Their role will be to co-curate a neighbourhood entry which will feature in the Haringey OH programme. We are working with departments across the council to begin planning a more meaningful approach to integrating Youth Voice in our programming. Young people are contributing to shaping the delivery of new cultural spaces in libraries and at Bruce Castle Museum through the UK Prosperity Funded activities.
Develop a creative volunteering / champions programme in collaboration with our cultural venues, VCS and other relevant partners.	T7 Culturally rich borough	Theme 7 - An inclusive approach to arts & culture participation	2025-03-31	Green	Amber	Amber	Green	Green	Green	Conversations have started internally to identify opportunities to develop a creative volunteering programme. Mapping of existing activity is on the way, including heritage-led volunteering opportunities at Bruce Castle Museum, and working on new opportunities for March 2025 onwards with new or enhanced cultural/heritage spaces at the end of the MEND capital works project.
Develop creative education programmes in collaboration with the borough's local Cultural Education Partnership, in response to Rebel Borough theme.	T7 Culturally rich borough	Theme 7 - An inclusive approach to arts & culture participation	2024-09-30	Green	Green	Green	Green	Green	Green	Supported Haringey Creates, alongside local key strategic partners, to develop a delivery plan for creative education activities in Haringey. Activities over the next 2 years include - teacher CPD programme, creative conversations between schools and artists, creative careers day and a creative education showcase.
Adopt a more strategic approach to investment in the borough's arts & culture assets	T7 Culturally rich borough	Theme 7 - A cultural infrastructure to be proud of	2025-03-31	Green	Green	Green	Green	Green	Green	Development of arts and culture strategy. Culture team attend relevant steering groups, regular conversations with key stakeholders and internal departments taking place. Mapping of projects and funding plans in development.
Deliver an Arts & Cultural Strategy with clear, shared priorities	T7 Culturally rich borough	Theme 7 - A cultural infrastructure to be proud of	2024-09-30	Green	Green	Green	Green	Green	Green	Culture Strategy due to go to cabinet in Autumn 2024.
Working alongside key partners develop a Libraries Strategy	T7 Culturally rich borough	Theme 7 - A cultural infrastructure to be proud of	2024-12-31	Green	Green	Green	Green	Green	Green	Work on the Library Strategy will begin in autumn 2024, following on from the public consultation on library hours. In the meantime external relationships and R&D opportunities being built.
Successfully deliver existing capital programmes in the borough's culture assets - Libraries and Bruce Castle Museum.	T7 Culturally rich borough	Theme 7 - A cultural infrastructure to be proud of	2025-03-31	Green	Green	Green	Green	Green	Green	The capital works programmes for MEND and the UK Prosperity Fund at Bruce Castle Museum and Libraries are on target for delivery, with opportunities for community engagement in the autumn.
Working collaboratively with the strategic partner to ensure Haringey's VCS is thriving and actively engaged in borough initiatives.	T7 Culturally rich borough	Theme 7 - A highly engaged, responsive and collaborative VCS	2024-06-30	Green	Green	Green	Green	Green	Green	New strategic partner, Haringey Community Collaborative, in place. Launch delivered successfully, with key partners and stakeholders in attendance. Work has begun, and on track, to develop monitoring framework.
Work with the local culture sector and VCS to establish a LBoC Delivery Plan.	T7 Culturally rich borough	Theme 7 - A thriving arts and culture sector supported by the Council's collaborative approach.	2025-03-31	Green	Green	Green	Green	Green	Green	Project is currently in preparatory stage and is on track with phase one activities- initial meetings with GLA held, Engagement Plans are being drafted, governance is being shaped, Comms planning started and tentative delivery plans are being developed which will be shaped and informed through further conversations with the creative and voluntary sector, with stakeholder engagement due to begin in Autumn 24.
Continue to enhance our hub and spoke model for Haringey Works and Haringey Learns working in areas of greatest need and aligning with the Council's emerging Community Hubs and preventative approach.	T8 Place and economy	Theme 8 - Building an inclusive economy	2025-03-31	Green	Green	Amber	Green	Green	Green	Outreach delivery plan will be finalised by September, implementation is underway and will be continually reviewed.

Employer-focused training provision.	T8 Place and economy	Theme 8 - Building an inclusive economy	2024-10-31	Amber	Green	Amber	Amber	Green	Amber	Employer focused training continues to support delivery of S106, raising awareness of Apprenticeship and recruitment support through Haringey Works. Haringey Learns is in early stages of developing a training offer for businesses.
Adopt a Social Value Policy.	T8 Place and economy	Theme 8 - Building an inclusive economy	2024-09-30	Amber	Green	Green	Amber	Amber	Amber	Social Value policy is on track and going to sign off at September Cabinet. Once finalised, Inclusive Economy will be responsible for maximising benefits for the local economy
Develop and deliver new sector work plans focusing on growth employment sectors including Green, Construction, Health and Social Care and Creative industries.	T8 Place and economy	Theme 8 - Building an inclusive economy	2024-12-31	Green	Green	Amber	Green	Green	Green	Green skills action plan is in place and being delivered. Haringey Health and Social Care Academy Partnership has been established and developing action plan. Construction and Creative activities and plans being further developed.
Produce evening and night economy plans for our key regeneration areas, with an initial focus on Wood Green.	T8 Place and economy	Theme 8 - Building an inclusive economy	2024-12-31	Green	Green	Amber	Green	Green	Green	The brief was developed in collaboration with relevant teams and external stakeholders, and was issued on HPCS in July. Four tenders were received. The Economic Development team are supporting Wood Green Regen to evaluate the bids received, with the aim of selecting a successful supplier by the end of July. A 'night surgery' with the Night Tsar is being coordinated with the GLA, to take place in September. This will involve a roundtable with key night economy stakeholders followed by a walkabout in the local area.
Supporting high streets, town centres, local businesses, and industrial estates as destinations to flourish through business support, advice and access to funding.	T8 Place and economy	Theme 8 - Building an inclusive economy	2024-05-31	Green	Green	Amber	Green	Amber	Green	The Economic Development team have a package of business support projects underway supporting businesses, from Federation of Small Businesses membership to energy cost savings support to supporting entrepreneurs and creatives, with over 110 businesses supported in Q1. Three loans were awarded in Q1 via the Opportunity Investment Fund and Productive Valley Fund to small and medium businesses. A Market Strategy has been developed and an action plan of market infrastructure improvements has also been developed
Deliver our affordable workspace ambitions through Opportunity Haringey Workspace (and awards) and the Workspace Design Guide (embedded as a supplementary document in our Local Plan) and updating of our workspace providers list.	T8 Place and economy	Theme 8 - Building an inclusive economy	2024-06-30	Amber	Green	Green	Amber	Amber	Amber	Opportunity Haringey Workspace Fund identified three projects, two in Tottenham and one in Wood Green, and they are going through a due diligence review. Work has been underway to update the Workspace Design Guide with the Planning team. Work was also underway to develop a revised workspace providers list, with a call for new applications in the summer and assessment of those applications in the autumn. A robust due diligence process with key internal stakeholders from Regen, Property, Finance and Legal is in place
Creating and supporting a new Haringey Business Forum and local business forums and networks.	T8 Place and economy	Theme 8 - Building an inclusive economy	2024-11-30	Green	Green	Green	Green	Green	Green	A forward plan was being developed for the Haringey Deal for Business, a 'One Council' commitment to support our businesses. Town Centre officers took part in an awareness raising campaign on Violence Against Women and Girls campaign during the Euros, promoting the campaign to hospitality businesses. The Workspace Provider forum has been meeting regularly and the membership has been growing.
Develop a clear approach for attracting new investment into borough for our key sites and spaces.	T8 Place and economy	Theme 8 - Building an inclusive economy	2024-05-31	Green	Amber	Green	Amber	Amber	Amber	Haringey, in partnership with Waltham Forest and Enfield, co-hosted a panel session at UKREIFF (UK Real Estate Infrastructure & Investment Forum). Preparations are underway for the London Real Estate Forum in September
Deliver Your Bruce Grove Placemaking Delivery Programme.	T8 Place and economy	Theme 8 - Shaping Tottenham	2024-03-30	Amber	Green	Green	Amber	Amber	Amber	HAZ public realm projects for the Bruce Grove Road Forecourt properties and St Marks church are scheduled for practical completion by the summer of 2024. Bruce Grove Public Conveniences is awaiting appointment of an operator. Progression on the Your Bruce Grove public realm scheme is underway with appointment of the design team.
Delivery of the Northumberland Park Community Placemaking Plan	T8 Place and economy	Theme 8 - Shaping Tottenham	2024-12-31	Amber	Amber	Amber	Amber	Green	Amber	Officers have been developing a programme to re-engage the community in the Homes and Spaces Plan later in the year. Renovation of Kenneth Robbins House and Stellar House + public realm – meetings with Housing and architects on-going; work due to start later in 2024.
Deliver a new neighbourhood at Selby Urban Village.	T8 Place and economy	Theme 8 - Shaping Tottenham	2024-08-31	Red	Amber	Amber	Red	Green	Red	Community engagement on the latest design proposals took place through June and July. Feedback on the proposals has been positive, with a clear desire to deliver as soon as possible. In July, positive Pre-application meetings have been held with LB Haringey and Enfield and the GLA, with the scheme's planning and design team working through the residual issues now and aiming to prepare planning application documents for a September submission. Procurement exercise for an Employer's Agent complete, with tender approval report ready for cabinet member signing in July and appointment in August.
Delivery of a new residential neighbourhood and local centre in North Tottenham (High Road West).	T8 Place and economy	Theme 8 - Shaping Tottenham	2024-07-31	Red	Amber	Red	Red	Amber	Red	Lendlease have recently announced that they plan to adopt a revised strategy for their projects in the UK and Europe over the longer-term, which may involve them seeking investment or resource from other partners to deliver the scheme. Officers are carefully considering the implications and looking at how Lendlease's role in the longer-term delivery of the scheme might change as a result. Absolute focus remains on the delivery of the community priorities of 500 new council homes, better open spaces, job opportunities and improved facilities.
Deliver the Your Seven Sisters Placemaking Programme.	T8 Place and economy	Theme 8 - Shaping Tottenham	2024-04-30	Amber	Amber	Green	Amber	Green	Amber	The Seven Sisters Placemaking Programme is progressing, with the tender process for a multi-disciplinary design team including art curator now complete, awaiting approval of the DAR before an inception meeting can be held. We are preparing a future funding strategy to look beyond the FHSF works.  Tottenham Tales' interactive heritage trail was launched in mid-July with Members and the community and has been extremely well received.  Tottenham Green Market infrastructure is progressing, with the design for a new storage solution developed, to be progressed towards building control and planning discussions.

Deliver Tottenham Hale Placemaking Programme – Current Phases.	T8 Place and economy	Theme 8 - Shaping Tottenham	2025-03-31	Green	Green	Amber	Green	Green	Green	Start on site this quarter for two key Tottenham Hale projects - Park View Road Underpass and Chesnut Road Phase 2. Completion of Phase 1 of Down Lane Park, with Phase 2b starting in August '24. Procurement of contractors for Phase 2a of Down Lane park - new Community Hub, and the final phase of works in the Paddock. Both due to start on site in the autumn.
Development of Shaping Tottenham strategy and work programme, building on Tottenham Voices engagement.	T8 Place and economy	Theme 8 - Shaping Tottenham	2024-09-30	Green	Amber	Amber	Green	Green	Green	In March we carried out a Shaping Tottenham workshop to test the emerging themes from the Tottenham Voices engagement with a wider audience. We are currently developing the Shaping Tottenham document to go to Cabinet in September.
Eat Wood Green community-led growing at Wood Green Library.	T8 Place and economy	Theme 8 - Shaping Wood Green	2024-06-30	Amber	Red	Amber	Red	Amber	Red	Following a tender exercise for a contractor to deliver the scheme, a process of value engineering is being undertaken by the design team and the contractor, due to be concluded by the end of July. Current plans are to deliver the scheme in the Autumn and launch in the Winter. Risk that VE will not bring scheme within budget, and risk that length of time to deliver capital elements will mean Ubele run out of time to spend GLA grant.
Deliver an Enterprise Hub at 40 Cumberland Road.	T8 Place and economy	Theme 8 - Shaping Wood Green	2025-04-30	Red	Amber	Amber	Red	Amber	Red	RIBA Stage 3 has been signed off by the client team, and an approach to value engineering has also been agreed, taking the business plan and viability into account. The design team are now undertaking RIBA stage 4 with this in mind. Delivery is due in Summer 2025. Potential additional 200k from SIP. Risk that tender returns for contractor in autumn/winter will put additional pressure on budget.
Improvements to Wood Green Common and Barratt Gardens.	T8 Place and economy	Theme 8 - Shaping Wood Green	2025-12-31	Amber	Amber	Green	Amber	Amber	Amber	Construction due to start on site in September pending final agreement of funding grant from the Football Foundation. This is for phases 1 and 2 which include the MUGA, outdoor gym, play area, tree planting and one of the three swales. Phases 3, 4 and 5 require further grant funding to be able to be completed within the next 5 years.
Delivery of public realm improvements to Perstock Tunnel.	T8 Place and economy	Theme 8 - Shaping Wood Green	2026-10-31	Red	Red	Amber	Amber	Amber	Red	Highways and Network Rail have agreed drainage design in principal but formal submission by NRP required. Transfer of project to a different team within Network Rail risks delays to construction, currently targeted for Summer 2025. Considerable value engineering required to scheme. Haringey are liaising with architects We Made That to review the overall scope and possible phased delivery.
Library Forecourt Taskforce to collaborate on the delivery of public realm improvements to the library forecourt.	T8 Place and economy	Theme 8 - Shaping Wood Green	2025-09-30	Amber	Amber	Amber	Amber	Green	Amber	Haringey's placemaking teams are exploring opportunities for improving the façade and forecourt areas of the Wood Green Library. Current work includes renewing the library's signage and wayfinding, ensuring that the area is adequately managed via the adoption of a forthcoming Public Space Protection Order (PSPPO), enforcement of A-Boards and introduction of new wayfinding signage for those businesses that are tenanted within the library, managing issues of pest control, and adopting a street cleansing regime to keep the area clean and tidy.
Wood Green Central strategy for transformation of Council assets.	T8 Place and economy	Theme 8 - Shaping Wood Green	2025-10-31	Green	Amber	Amber	Amber	Amber	Amber	Procurement of multi-disciplinary team to produce a Delivery Strategy for the sites in question was started in March and completed in June. Inception meeting held in July. External legal advice and financial model procurements underway. Delivery Strategy option will be in draft by Christmas. Programme is under significant pressure to deliver at pace. Efficiencies in the project programme have been identified to ensure pace is maintained.
Adopt new Local Plan.	T8 Place and economy	Theme 8 - Planning and infrastructure	2024-10-31	Green	Green	Amber	Green	Green	Green	Draft Local Plan under preparation in accordance with timetable published in June 2024 Strategic Planning Committee Planning Service update report. Cabinet approval to consult on Draft Local Plan targeted for end of 2024
Reduce the planning application backlog.	T8 Place and economy	Theme 8 - Planning and infrastructure	2024-09-30	Amber	Green	Amber	Amber	Green	Amber	The overall number of planning applications 'on hand' has been reduced by 200 with some budget remaining for further work. However due to staff illness this has not yet been reduced further as hoped.
Implement the Planning Service Peer Challenge Action Plan, including on commerciality.	T8 Place and economy	Theme 8 - Planning and infrastructure	2024-10-31	Amber	Amber	Green	Green	Green	Amber	Status update: R1 Backlog - completed MHCLG funding R2 Local Plan officer lead - completed Head of Spatial Planning recruitment, next is Planning Policy, Conservation & Design Team Manager R3 Local Plan political lead - more work to set up joint Cabinet Member meetings R4 - Local Plan programme - published R5 - Vision - links to emerging corporate vision R6 - Infrastructure Delivery Plan - to be published alongside Local Plan R7 - Planning & Regeneration - joint work & programme management as part of senior restructure R8 - CIL - Published latest IFS. More work to do on service comms for CIL funded schemes R9a - DM&E - Undertaken PAS DM Challenge Toolkit R9b - Commerciality - Updated fees & charges R10 - Digital System - Subject to confirming capital budget
Allocate funding received from developers through Neighbourhood Community Infrastructure Levy (NCIL) to enable delivery of local infrastructure projects, potentially through a participatory budgeting approach.	T8 Place and economy	Theme 8 - Planning and infrastructure	2024-12-31	Green	Green	Amber	Green	Green	Green	Currently on track for consultation on NCIL Round 2 spend in Winter 2024 with options being explored for a participatory budgeting pilot in part of the borough.
Develop Haringey strategy on publicly accessible toilets.	T8 Place and economy	Theme 8 - Planning and infrastructure	2025-04-30	Green	Amber	Amber	Green	Green	Green	Toilet strategy consultation completed. Co-design group in place with residents (Loos for Haringey). We will begin to develop draft strategy over next 6 months

Completed Activities

Name	Theme	Outcome Areas	Delivery date	Time	Budget	Resources	Risk	Benefits	Overall RAG	Quarterly Update
Website improvement project improving user experience for visitors to haringey.gov.uk.	T1 Resident experience and enabling success	Theme 1 - Excellent resident experience	2024-07-31	Green	Green	Green	Green	Green	Green	The new corporate website is now live for residents and the team continue to release new and improved content.  The continuous improvement roadmap contains further new features such as "directories" and "microsites" which will further enhance resident experience. The team have also implemented annual service reviews to ensure that content remains accurate, accessible and easy to find.  The project has now closed and moved over to "business as usual".
Develop an action plan related to unaccompanied asylum-seeking children (UASC), ensuring that they receive a specialised social work service, including appropriate accommodation.	T3 Children and young people	Theme 3 - Successful futures	2024-06-30	Green	Green	Green	Green	Green	Green	The action plan has been developed and implemented as part of BAU. Aspects of the plan are cross cutting with partner lead professionals from Housing and Health.
Develop a plan related to supporting the financial stability of young people leaving care.	T3 Children and young people	Theme 3 - Successful futures	2024-06-30	Green	Green	Green	Green	Green	Green	The Corporate parenting strategy monitored through CPAC and the CP Members Champion - has a clear plan that is executed as part of BAU to meet the statutory responsibility for care leavers. This was recognised by the DFE care leavers national advisors and the plan commended.

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**Appendix 4- Directors Summaries**

## Director Summary: Environment & Resident Experience



### Top 3 areas of positive progress

1. Delivering community involvement in greening the East of the borough: 4 community gardening projects are active, 3 of these greenspaces are in Tottenham. Project / space in Northumberland Park currently being developed with Women with a Voice, so far 100% attendees from BAME communities.
2. Increasing trust and confidence in tackling crime and ASB: Days and Weeks of action taking place and ongoing to promote visibility and enforcement.
3. Income Maximisation Delivery Group workplan and implementation: Data from the Pension Credit campaign from this year shows 169 households have claimed Pension Credit which equates to a total of £680,715 per year across these households and a lifetime value of £8.5m. This is a huge take up level already and we anticipate this will continue to increase in the next couple of months.

### Top 3 areas of concern

1. Introduce Healthy School Zones: Deliverability of this is based on the outcomes of the MTFS discussions so timescales are unsure at this time, however the roll out of the School Streets programme continues at pace and we believe it is the fastest School Streets' programme in the country.
2. Make a decision regarding next steps for Decentralised Energy Network Full Business Case: Following an extensive interim review of the DEN programme, the Carbon Management team will be bringing forward a Cabinet paper this year identifying progression of the programme and ways to include the design, development and implementation of borough-based heat zoning networks.
3. Income Maximisation: the Red status against resources and risk represent the lack of capacity for leadership in the current allocated area. Early work is taking place to redesign service response so that the Income Maximisation project can be successfully delivered and genuinely reduce wealth inequality within the borough.

## Director Summary: Placemaking and Housing



### Top 3 areas of positive progress

1. **Housing Delivery programme**, We've handed over 500 housing schemes to residents, including key projects like Nilgan Canver Court in Wood Green and Walter Tull House in Tottenham Hale. The new Welbourne Health Centre at Walter Tull House is a vital addition to Tottenham Hale's community infrastructure.
1. **Housing Improvement Plan good progress** reductions in the voids backlog, improvements in income collection performance including implementing a new pre-action protocol and extra resources were put in place to bring about reductions in disrepair cases. Compliance performance remains strong and there has been a substantial reduction in the percentage of non-decent homes.
2. The **Planning Service** received national and regional recognition for the quality of service provided in the last quarter and continues to achieve excellent standards of performance for planning applications and enforcement cases.

### Top 3 areas of concern

1. **Electric Fleet**. Due to resourcing and high relative cost of electric vehicles it has not been possible to make progress towards electrifying the Council's fleet.
2. **Capital Projects**. There also continues to be delays with a number of projects including the Enterprise hub in Wood Green, High Road West and the Selby Centre as the Council considers pathways to viability due to continued volatility in construction costs, the impact of inflation and the residential market.

## Director Summary: Adults, Health & Communities



### Top 3 areas of positive progress

- 1. Reduce Gambling Harms by commencing the community awareness-raising campaign:** The gambling harms programme have a gambling harms and access to services leaflet in libraries, pharmacies and services. Gamcare have attended a number of events to run a stall and engage with the community. We are in the process of developing an article about gambling harms and support services in various publications and e-newsletters. By the Autumn we should have completed a least one public 'gambling harms' webinar.
- 2. Development and implement an anti-racism partnership action plan:** 3 meetings have been held with partners since March 2024 to develop a draft action plan and an anti-racism statement for Haringey which is now at sign-off stage.
- 3. Create a co-produced Carers Offer and Forum:** Haringey Co-Production Carers (HCPC) were formed in April 2024. The group consists of 16 Carers who represent a broad range of carers from across Haringey with many different caring responsibilities.

### Top 3 areas of concern

- 1. Reduce the use of bed and breakfast (B&B) and move those in B&B to alternative TA or Permanent Accommodation:** Milestones have not been met due to continued high demand, lack of alternative TA supply and private rented accommodation alongside a delay in the mitigation's factored into these targets (new builds, voids and modular TA). We are, however, expecting some of these to gain momentum and by year end aim to have halved the number of households in B&B - Average stay in B&B at the end of June was 14 weeks.
- 2. Review and improve the Direct Payments offer:** PID completed. Mini-sprint with key stakeholders scheduled for September 2024.
- 3. Improve our access to private rented sector accommodation as a long-term housing solution by improving our offer to landlords and working with landlords raising their awareness of our offer:** This will now form part of the TA sprint. A programme will be developed to support this. We have started to review borough offers and we have started to work with the communications team on promotions.

## Director Summary: Children and Young People Service

### Top 3 areas of positive progress

1. We have launched our second Family Hub in Muswell Hill and the site for hub 3 has been identified. Plans are in place to open this in the Autumn.
2. The first meeting of the developing youth council took place on 17th July with 10 young people attending. Areas of interest to influence were identified and a trip to Parliament with the group took place on 31st July. Recruitment to ensure a fully representative council is continuing
3. For Summer 24 we continued to see good uptake of 3 and 4 year old free child care or early education at 82% and the uptake for 2 year olds remains high at 72%. A new childcare programme for working parents of 2 year olds was introduced in April 24.

### Top 3 areas of concern

1. The Education Strategy is amber as we had aimed to circulate a draft by the end of the summer term. The Education Strategy Board has been meeting and has worked on ambitions, challenges and principles for sustainable schools and although timescales have slipped a bit, a draft is being worked on for September.
2. Our programme to co-ordinate a single youth offer across the borough, although on track overall has seen some minor delays. The initial self-assessment is now completed and the team is working with Policy and strategy to develop a final draft for November 2024. Consultation with young people will form part of development.
3. Funding for the Family Hubs pilot areas is due to end on the 31 Mar 2025. There has been no confirmation this will continue beyond April 2025. The Department for Education are collating evidence of the impact to inform decisions for the future of the programme. Officers are working on proposals to reduce the programme to a sustainable model within existing resources, should grant funding not continue.

## Director Summary: Culture, Strategy and Engagement, August 2024



### Top 3 areas of positive progress

1. Website improvement project improving user experience for visitors to [haringey.gov.uk](https://haringey.gov.uk).
  - The new corporate website is live and includes new directories and microsites, improving accessibility for residents. This item has rolled over to BAU, including annual reviews of content.
2. Publish a Borough Vision.
  - We have successfully completed our second round of borough-wide engagement, allowing us to proceed with the development of the vision.
3. Deliver Equality, Diversity and Inclusion (EDI) Action Plan.
  - This is core to the delivery of the Council's recently approved Workforce Strategy and will be specifically considered at directorate level in the Workforce Action Plans which are to be developed during 2024/25 and 2025/26

### Top 3 areas of concern

1. Delivery of participatory budgeting pilot.
  - Northumberland Park and White Hart Lane have been selected as the pilot areas, but this remains in the planning stage for now.
2. Develop internal and external digital skills and inclusion strategy and action plan in partnership with NHS/ICB.
  - There is no dedicated resource for digital inclusion, but officers in Digital have prepared a draft action plan and strategy. The next step for this will be internal engagement.
3. Implement a revised Feedback Improvement Plan.
  - This item is being delivered through a service plan, with quarterly progress reports to CLT. Amber rating for resource and benefits.

**Report for:** Climate, Community Safety and Environment Scrutiny Panel

**Title:** Parking Strategy and Policies – update

**Report authorised by:** Barry Francis, Director of Environment and Resident Experience

**Lead Officer:** Ann Cunningham, Head of Highways and Parking  
Abdul Sahed, Parking Business Manager

**Ward(s) affected:** All

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

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

- 1.1. This report provides the Climate, Community Safety and Environment Scrutiny Panel an update on parking strategy and key policies. This includes established policies which drive programmes of work across parking services, as well as new initiatives and policies which follow the adoption of the new Parking Strategy by Cabinet in July 2024.

## **2. Background information**

- 2.1. An established policy framework continues to drive key programmes of work for Parking Services – including the Parking Schemes Resident Engagement, Footway Parking, Disabled Parking Place and Blue Badge Enforcement Policies. These programmes continue to shape and deliver parking services for Haringey residents.
- 2.2. Following Cabinet approval in July 2024, the newly adopted Parking Strategy takes forward these policies and sets a direction which frames the way parking policy and associated programmes will be delivered. The Strategy sets priorities which ensure residents, in particular those with mobility needs, and businesses are not disadvantaged; it sets a basis for maintaining parking standards in the context of competition for road space; and it sets a framework for the ongoing development of an innovative and sustainable service, delivering for Haringey’s people.

## **3. The Parking Strategy**

- 3.1. The adoption of a new Parking Strategy is driven by a number of ongoing and developing trends in transport, highway and wider society – and how the intersection of these impacts parking:
- Historical road infrastructure constraints – a mismatch between old infrastructure and modern transport usage;

- Rising demand for road space and changing mobility patterns – a growing population and housing development, combined with changes in how people move around and use services, impacts how road space and parking is used;
- Accessibility & social care – ensuring parking provision for those with additional mobility needs, and those who require care in the home;
- Environmental commitments – with the borough behind target to be net zero by 2041, the need to further progress the parking contribution to reducing carbon emissions.

3.2. The [Parking Strategy](#) is structured around the following objectives:

- To support an efficient, reliable and safe road network
- Supporting a thriving, welcoming borough
- Delivering a responsive, effective service for Haringey's people
- Supporting residents with additional needs
- Creating fairness in road space use
- Supporting improved air quality and a reduction in carbon emissions from transport
- Delivering an innovative, sustainable parking service

3.3. The Strategy aims to align Haringey's parking services, policies and programmes with broader corporate objectives, ensuring that each objective contributes to a cohesive vision for the future of transportation in the borough.

#### *Parking Strategy Delivery Plan*

3.4. Aligned to the Parking Strategy is a Delivery Plan which details the various policies and programmes designed to fulfil the Strategy's objectives. To ensure the Parking Strategy remains effective and responsive to emerging needs, the plan is dynamic, and will be regularly reviewed and updated to reflect new insights. This iterative process allows for continuous improvement and adaptation to changing circumstances in Haringey.

## **4. Parking policies**

4.1. The following provides an update on key policies included in the delivery plan

#### *Parking Schemes – Resident Engagement Policy*

4.2. This policy was established in April 2023 to provide clear guidance on how residents and businesses can request to have parking in their streets managed and protected. It provides a framework for how the schemes can be co-produced to ensure they are fit for the local communities that benefit from them.

4.3. The overarching aims of the Council's parking management is to balance the conflicting needs for the finite supply of parking spaces available. This is done

through a combination of needs-based design and a hierarchy of parking need. This includes:

- Prioritising parking for disabled motorists and passengers.
  - Prioritising parking for residents and their visitors.
  - Providing facilities for businesses and their customers, in particular loading / unloading facilities and
  - Facilitating turnover of short stay parking in town centres for shoppers.
  - Reducing unnecessary private car journeys through travel demand management (TDM) and encouraging healthier forms of travel.
- 4.4. It eliminates commuter parking which can overwhelm local roads, deals with obstructive parking and makes it easy to identify and remove abandoned cars. A range of parking schemes may be used to achieve these aims and the details of those and how they are used are set out in policy.
- 4.5. Parking helps deliver many outcomes that are important to the community and can be used to resolve problems on an area-wide basis or to deal with a local problem, for example, additional parking associated with a newly opened business that impacts on one road.
- 4.6. Current policy was established in April 2023 and there is currently no identified need to update the current policy.
- 4.7. This policy forms the core as part of the capital programme for the ongoing delivery of new controlled parking zones (CPZs) and review of existing CPZs.
- 4.8. Last financial year saw the Parking Projects Team deliver Hornsey North East (HNE) CPZ and delivery of bespoke operating times for Walpole Road to manage new parking pressures from changes in nearby businesses. In addition to the new CPZ areas, the team completed
- The review of 3 CPZ areas (Crouch End A, Crouch end B, Seven Sisters)
  - Red Route, encompassing Brantwood Road and West Road. Established to manage essential heavy goods vehicle traffic movement for businesses and to better enforce nuisance parking.

#### *Footway Parking Policy*

- 4.9. There is a considerable level of permitted footway parking (circa 107 roads) across the borough, some with sections provided on the footway, others allowing footway parking on both sides of a road along its whole length. This was installed historically to maximise parking spaces, minimise impediments to traffic flow. It can cause an obstruction and restrict the independence of many vulnerable people especially older and disabled people with visual or mobility impairments, as well as for those caring for young children. To address this, a Footway Parking Policy was developed and subsequently approved by Cabinet in April 2023.
- 4.10. The two main policy positions adopted are that Haringey Council:

- Will not introduce new footway parking anywhere in the borough that does not meet Government guidance.
  - Remove all existing footway parking not meeting current Government guidance.
- 4.11. Government design guidance dictates that a provision of 2 metre footway width is the ideal width, with 1.5 metres allowable for pinch points (for a defined maximum length of 5 metres. If, due to existing site conditions (highway configuration) a minimum of 1.5 metres cannot be achieved, footway parking will be removed.
- 4.12. Since the introduction of the policy, the Council has reviewed footway parking on 6 roads, these being:
- Beaufoy Road
  - Boyton Close
  - Campsbourne Road
  - The Campsbourne
  - Nightingale Lane
  - Ashley Road
- 4.13. The majority of footway parking on these roads has now been removed with only one road (Nightingale Lane) retaining a small section of footway parking which meets Government guidance and our policy.
- 4.14. The Council has now established a rolling programme to review all roads with footway parking. The first round of resident engagement is scheduled to commence in early September 2024 consisting of 10 roads, these being: Circular Road, Riverside Road Lockmead Road, Palace Gates Road, Durnford Street, Gourley Place, Bernard Road, Fountayne Road.
- 4.15. A further 40 roads are programmed to complete resident engagement by the end of the 2024/25 financial year.

*Disabled Parking Place Policy*

- 4.16. In response to the changing needs and increased pressures on parking for those who are disabled, the Council in 2019 introduced the Disabled Parking Place Policy to establish new criteria for requests by residents for dedicated disabled parking. Those who meet the criteria will be provided a dedicated bay for their exclusive use ensuring easy access to parking as close to their home as practicable.
- 4.17. The extension of disabled parking facilities remains a priority for Haringey. This service is essential for those with disabilities, who need to rely on car use for their independence. This includes access to education, employment and leisure. The uptake of dedicated disabled parking bays means that there are in excess of 407 now implemented in residential roads.

- 4.18. Parking concessions for people with serious walking disabilities are an important and central feature of the council's parking and accessibility policies. The Council will continue to install disabled parking bays in town centres and near other places of interest, that may be used by any holder of a Blue Badge.
- 4.19. In 2024/25, the Council aims to significantly increase disabled parking provision near to places of community interest. This will include, but is not limited to, high streets, medical centres, places of worship, community centres, and parks. This programme has now established 49 disabled bays to complement existing disabled parking provisions for GP surgeries. The Council will be commencing statutory consultations in October 2024 on a further 85 general use disabled bays to complement existing disabled parking for pharmacies (49 bays) and dentist surgeries (36 bays) across the borough.
- 4.20. Further statutory consultations will be progressed over the course of the financial year to review and introduce additional disabled bays to serve high streets, places of worship and community centres and parks.

*Blue Badge (Disabled Parking) Enforcement Policy*

- 4.21. The policy seeks to prevent, detect and deal with Blue Badge misuse, and ensure disabled bays are always accessible for those who need them. Following adoption of the policy in 2022, there have been a significant number of inspections carried out, with resulting penalty charge notices (PCNs) and seizure of Blue Badges. More recently, there have been more and more residents accepting cautions or being convicted of Blue Badge fraud.
- Over 68k inspections carried out
  - Over 2400 PCNs issued
  - Over 520 Blue Badges seized
  - Over 30 cautions or convictions to date.
- 4.22. Other local authorities are expressing an interest in how they can use this technology to combat their own levels of Blue Badge fraud and theft. In the meantime, the Council continues to drive down the amount of misuse and theft supported by data reinforcing the Council's motivation and intent to be at the forefront of this area of work.

*Event Day Parking Enforcement Strategy*

- 4.23. A strategy will be defined for enforcement for events at key venues, when Event Day controls are operational and where there is expected to be an impact on parking and/or where there are requirements for enforcement of parking and traffic contraventions.
- 4.24. The strategy seeks to provide a framework within which enforcement deployment is prioritised, setting out the factors considered and associated priorities. An expected optimal level of enforcement deployment is set out, based on a full review and analysis of factors impacting enforcement approach and a defined approach to enforcement prioritisation.

- 4.25. The prioritisation and deployment of enforcement is based on a number of priority factors, including innovative use of ANPR data – regularly updated occupancy and compliance data to ensure enforcement is targeted for streets and areas experiencing higher occupancy and lower compliance. This use of the ANPR vehicle supports the Parking Strategy objective of ‘Delivering an innovative, sustainable parking service’.
- 4.26. The Enforcement Strategy sets out a live and responsive approach, using iterative data gathering and analysis to refine enforcement deployment. The initial focus is Tottenham Stadium event days through the early part of the 24/25 season, with the approach to be taken forward for other key venues.

*Community & Religious Festivals & Events Policy*

- 4.27. Working closely with diverse community and faith groups, a policy is being developed to support parking needs for community and religious events – such as during major religious festivals and at funerals as and when required. Policy will seek to deliver fairness in the parking offer, and balance with the wider parking demands of each local area. This approach supports the strategic objectives to be a responsive service, supporting fairness in road space use, while maintaining an efficient, reliable and safe road network.
- 4.28. The policy will take into account existing measures and options for events – including temporary traffic management orders, street party arrangements, parking suspensions, and currently available permit types (including the funeral permission to park permit). An assessment will be made of what additional provision should be made, on what basis and with consideration to constraints on parking in particular locations.

*Permits policy & charging*

- 4.29. Permit policy and associated charges continue to be delivered in line with the statutory duty under the Road Traffic Regulation Act 1984, to ensure expeditious, convenient and safe movement of vehicular and other traffic, and the provision of suitable and adequate parking facilities.
- 4.30. Proposals taken to Cabinet in July 2024 include a range of measures which develop existing permit policy, as well as introducing new and innovative proposals:
- Establishing charging principles promoting improved air quality through reduced emissions including a proposed electric vehicle charging tier, charges based on vehicle size and incremental charges for additional vehicle permits for the same household.
  - The provision of suitable and adequate parking facilities, with appropriate turnover of spaces, is advanced through business visitor permits and pay and display charging for electric vehicles.
  - Recognising the impact of the size of vehicles on the highway through vehicle size surcharging – reflecting wider corporate objectives to reassess and reprioritise highway space and seeks to drive more efficient use of this finite space.

- Amended administration charges to ensure consistency in charging for administrative services (change of address, rejected application fee), and in provision of administrative services (temporary vehicle cover).
- Extending the free Blue Badge holder permit offer to those holders working in the borough, offering the potential for reduced badge theft in the borough.
- A review of other permit types, including daily visitor permits, with any changes subject to statutory consultation with residents.

4.31. Proposals will be taken forward to statutory consultation, and having given consideration to objections received, will be implemented through the latter part of 2024, and early 2025.

## **5 Contribution to the Corporate Delivery Plan 2022-2024 High Level Strategic Outcomes**

5.1. Strategy and policy measures set out in this report support various themes of the Corporate Delivery Plan. The various proposals will contribute to:

- Arts, culture and heritage is fostered, celebrated and valued, and is woven through everything the council does: parking strategy recognises and supports a growing, thriving borough, and ensuring residents and local businesses benefit from this growth.
- A Just Transition - The transition to a low carbon economy is just, equitable and benefits everyone: strategic objectives to ensure Haringey residents continue to benefit from local economic and cultural developments, in addition to maintaining core parking standards for local residents and businesses.
- A Safer Borough: strategic objectives support safe efficient and reliable operation of the transport network and parking infrastructure.
- A Greener and Climate Resilient Haringey: Improving measures to address impact of vehicles and parking, across various policy components, are intended to result in reduced emissions, impacts of vehicles.

## **6. Carbon and Climate Change**

6.1. Parking management contributes positively to carbon emission reduction and mitigates climate change:

- Reduced vehicle emissions - managed parking reduces congestion. Parking controls will help ease congestion, leading to a decrease in emissions and therefore decrease in carbon footprint.
- Managed parking can improve accessibility for those walking and wheeling, encouraging more walking. This not only reduces greenhouse gas emissions but also promotes a healthier lifestyle, which, in the long run, can reduce healthcare-related conditions linked to sedentary lifestyles.

- Modal change: Managed parking arrangements can also support modal change. When motorised access is restricted, motorists may choose alternative transportation modes, reducing the number of vehicles on the road and associated emissions. Over time, this can lead to a shift in commuting habits with lasting environmental benefits.

**7. Use of Appendices**

N/A

**8. Background papers**

- [Parking Strategy and Policy/Charges Review](#): Cabinet, 16th July, 2024
- [Parking Schemes - Resident Engagement Policy](#): Cabinet, 18<sup>th</sup> April, 2023
- [Footway Parking Policy](#): Cabinet, 18<sup>th</sup> April, 2023
- [Disabled Parking Place Policy](#): Delegated authority report, 10<sup>th</sup> January, 2020
- [Blue Badge \(Disabled Parking\) Enforcement Policy](#): Cabinet, 8<sup>th</sup> December, 2021