

Report for: Overview and Scrutiny Committee:

Title: Borough Plan 2019-23, Progress Update reflecting End of Year position March 21

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Ward(s) affected: All

Report for Key/Non Key Decision: Non key

1. Background

- 1.1. When the Corporate Plan (predecessor to the Borough Plan) was first established, the Council introduced an approach to performance management, which allowed residents and others to easily track the Council's performance against five core areas of the Plan and hold it to account. This approach has now been applied to the priorities in the Borough Plan.
- 1.2. The 2019 – 2023 Borough Plan saw the conclusion of its first year in March 2020, which coincided with the beginning of the Covid-19 pandemic and the first national lockdown. This had a profound effect on the progress of the Borough Plan as it moved into year 2. Due to the sudden change in circumstances the council had to immediately adjust to concentrate resources to respond to the pandemic. This had a considerable impact on the delivery of borough plan priorities, outcomes and meant some of the indicators lost some of their relevance or were no longer able to be met. For example, the Housing priority indicator of numbers of households in temporary accommodation was affected by the government's Everyone In programme, which required councils to find emergency accommodation for people seen rough sleeping. There was a significant change in the patterns of crime in the borough particularly during the first lockdown.
- 1.3. The Overview and Scrutiny Committee and Panels use the updates as part of their role in scrutinising and supporting performance improvement and to inform the Overview and Scrutiny work programme. Scrutiny Panels have an opportunity to review performance using the latest data as published in the Priority dashboards.
- 1.4. The timely publication of the priority dashboards on the Council's website has created greater transparency about the Council's performance, enabling accountability directly to residents. This is an important way of working with communities to make the borough an even better place to live.

- 1.5. As part of the Borough Plan, there is a performance framework to track progress against the objectives and targets set out in the delivery plans. Outcome measures and key performance indicators have been agreed for each Priority. The agreed indicators form the basis of a monitoring framework for the Borough Plan (i.e., a version of the performance outcome wheels) and are the primary means of measuring progress in delivering the Borough priorities over the coming four years.
- 1.6. Progress against the outcomes and measures set out in the framework start from a baseline, as of April 2019. The principles of the performance framework have been adopted in reporting on the measures set out in the Borough Plan. This means a continued role for the Overview and Scrutiny Committee to use the updates as part of their role in scrutinising and supporting performance improvement and in agreeing their work programmes. It also ensures the continuation of a transparent approach with the public in publishing data on progress and impact.

2. Recommendations

- 2.1 Overview and Scrutiny Committee is asked to note the high-level progress made against the delivery of the strategic priorities and targets in the Borough Plan as at the end of March 2021.

3. Evidence based performance management

- 3.1. Public organisations need reliable, accurate and timely information with which to manage services, keep residents well informed and account for spend and performance. Good quality data is an essential ingredient for effective utilisation of resources. Effective organisations measure their performance against priorities and targets to determine how well they are performing and to identify opportunities for improvement and whether activities and approaches are achieving the expected and desired outcomes. Therefore, the data used to report on performance must be fit for the purpose, representing the Authority's activity in an accurate and timely manner.

The Borough Plan and performance framework seek to address inequalities and focus on what people need to thrive. Data and insight, based on demographic and demand pressures, inform service strategies and improvement plans which may include building resilience, enabling earlier intervention, and targeting to reach households before they reach crisis point. The State of the Borough profile is the Council's key document in this regard: <https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough> and provides a comprehensive overview of Haringey in relation to a number of key themes including demographics, employment and skills, children and young people, vulnerable adults and health, place, crime and safety and housing. The most recent version, available on Haringey's website, has been updated with the latest available data.

4. Performance Overview

4.1. Overall, this sixth update of the 2019-2023 Borough Plan dashboards illustrates progress against the strategic objectives set out in the Borough Plan as at March 2021 and reflects the position at the end of year 2.

4.2. There are 5 priorities in the Borough Plan:

Housing: a safe, stable, and affordable home for everyone, whatever their circumstances

People: our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential

Place: a place with strong, resilient, and connected communities where people can lead active and healthy lives in an environment that is safe, clean, and green

Economy: a growing economy which provides opportunities for all our residents and supports our businesses to thrive

Your Council: the way the council works

The associated delivery plans for each Priority can be found on the intranet <http://intranet/about-council/borough-plan-2019-23>. Updated delivery plans that reflect the new themes and objectives from the recovery and renewal work relating to the borough plan will be available and published once they have been finalised and agreed.

4.3 Housing

4.3.1 **Net Additional Homes:** 2,719 units have been completed in the last three years, representing 60% of the target. There are over 7,000 units in the pipeline, with just over 4,600 of those on site. As this is under 75% threshold of the Govt's Housing Delivery Test more weight must be given to the National Planning Policy Framework when making planning decisions. From the day following publication of the Housing Delivery Test measurement, where delivery of housing has fallen below the housing requirement, certain policies set out in the National Planning Policy Framework (NPPF) apply. These policies require:

- the authority to publish an action plan if housing delivery falls below 95%;
- a 20% buffer on the local planning authority's 5-year land supply if housing delivery falls below 85%; and
- application of the 'Presumption in Favour of Sustainable Development' (PIFSD) if housing delivery falls below 75%.

The consequences will continue to apply until the subsequent Housing Delivery Test measurement is published. The relevant consequence for any under-delivery will then be applied.

The Government published the 2020 measurement on 19 January 2021. Having regard to the lockdown starting in March 2020 and the measurement covering the period to 31 March 2020, the Government included a grace period of one month's housing delivery in its 2020 Housing Delivery calculation. Considering the above grace period, Haringey's Housing Delivery Test 2020 measurement is 60%. This is based on a housing completions figure of 867 during the 2019/2020 monitoring year.

While the measurement of 60% is an improvement on last year's result (55%) the end of the Housing Delivery Test transitional arrangements mean that the consequences will be more severe. The Council will be required to produce another Action Plan and must continue to include a 20% buffer in its five-year housing land supply. In addition, the Council is required to apply the 'Presumption in Favour of Sustainable Development' (PIFSD) as set out in the NPPF. In the case of decision making on planning applications, the PIFSD means approving development proposals that accord with an up-to-date development plan without delay.

The Council's Housing Delivery Test Action Plan 2019 sets out a range of measures that are being taken to increase the level and rate of housebuilding in the borough. It is important to note that the Council's housebuilding targets are very ambitious. These are set by the London Plan and the ambition of the targets set by the Mayor is evidenced by the fact that 8 London Boroughs are now facing the PIFSD.

The Council's current annual housing target is 1502 homes which was set in the London Plan 2016. This represented an 83% increase on the former target of 820 homes per year. The maximum annual delivery in the borough in the last 10 years was 1,410 homes. It is also important to note that, to a large extent, the Council is reliant on private sector housebuilding to meet its housing targets. The Council has granted permission for a substantial number of homes in recent years to help support increased housing delivery in the borough. As of 31 March 2020 (the end date of the period covered by the 2020 Housing Delivery Test measurement) the building of 4,588 permissioned homes were underway and a further 3,732 homes had been permissioned but not started. The Council's own housebuilding programme will make an important contribution to housing delivery in the borough but performance against this measure is affected by levels and rates of private build in the wider borough.

4.3.2 **% of new affordable homes:** Over the Local plan period to date (2011-2020), 33.5% of all conventional housing delivered has been affordable, increasing to 39.0% on a habitable room basis. This demonstrates that the Council is achieving a greater portion of larger dwellings as affordable homes. The Council can only secure affordable housing on major schemes (10 units or more). 55.4% of completions are affordable homes over the plan period, this decreases to 50.4% on a habitable room basis due to the mix of Intermediate products.

4.3.3 **1,000 council homes:** We remain on track to deliver 1,000 Council homes starting on site by March 2022. The first new Council homes at social rent in a generation have been let. 517 Council homes now have planning permission; 401 will have started across 18 sites by the end of May. However, the overall RAG rating for the programme remains amber, as just over 40% of schemes report challenges and/or slippage in delivering key milestones. In most cases this is related to the impact of Covid-19. It is worth noting that the GLA have extended the milestones for the Building Council Homes for Londoners grant programme by 12 months in response to Covid-related delays across London. Overall, Covid-19 and the lockdowns has delayed our programme by around six

months, although on some schemes the impact has been greater. The most significant delays were caused by the suspension of consultation and engagement in the first lockdown, and by the furloughing of contractors. Active construction sites shut for periods of between one and three months and then reopened at a reduced capacity. There were some supply chain issues, although our sites were less affected than many. The combination of Brexit and Covid-19 has led to labour shortages. Since January 2021, staffing resources both internally and externally have been affected by illness, caring responsibilities and by childcare issues related to school closures. This has had an impact at all stages of the development process from inception through design to completion, affecting our own project managers as well as design teams, surveyors, and construction workers. A round of recruitment along with partial returns to work has rebuilt our internal capacity, and we have reallocated resources to focus on those schemes that will deliver the first thousand homes. However not all missed milestones can be fully recovered. The vast majority of schemes are within their budgetary approval limits.

4.4 People

4.4.1 **Quality of Social Work Practice:** A recent 'focussed visit' from Ofsted to Children's Services (this is essentially a mini-inspection) identified some areas for improvement but is full of positives. [The letter setting out its findings](#) has now been published on the Ofsted website. Below are a few highlights:

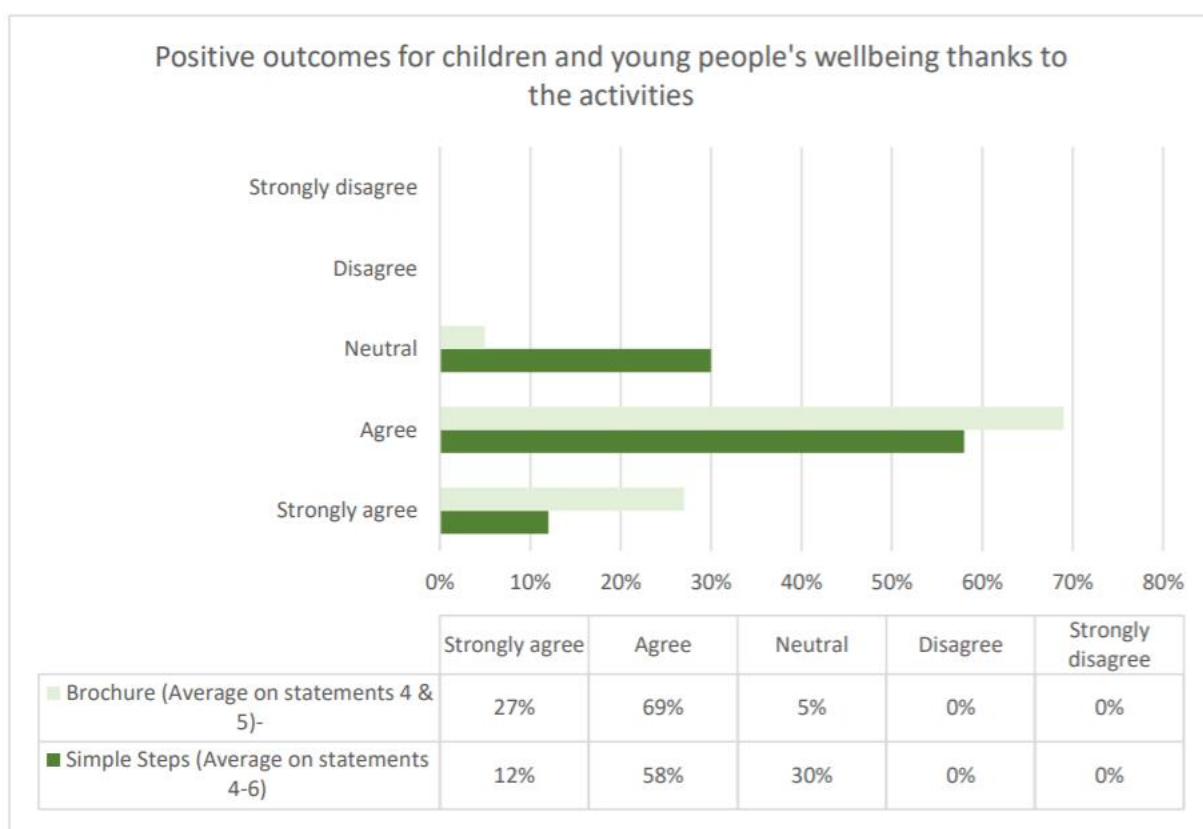
- "A determined and collaborative effort by the multi-agency partnership has identified and supported the most vulnerable children."
- "Partnerships in Haringey have strengthened further through working together more closely. This has hastened positive change and created a culture focused on overcoming shared obstacles."
- "The multi-agency safeguarding hub (MASH) makes effective decisions to safeguard children. Children and families receive a timely and appropriate response that is proportionate to their level of need."
- "Staff are positive about working in Haringey and have valued the exceptional support provided by managers at all levels during the pandemic."

Key indicators tracking quality of practice including caseloads, repeat referrals and children on a child protection plan are all within a healthy range. This combined with the feedback from the focussed visit is really good progress against the backdrop of the pandemic.

4.4.2 **Child-well-being-** The Department for Education (DfE) provided grant funding to all local authorities to support education return in the light of Covid 19. In Haringey this amounted to £33,553. A public health approach was adopted in Haringey, to work at population level, in recognition of the very high level of need around mental health and wellbeing in the context of Covid 19. It was agreed that the project needed to build on existing borough initiatives, be strongly influenced by education settings, responsive to changing needs (Covid-related) and provide a sustainable legacy that would continue to support education settings beyond the project. In Haringey the project is named: 'Wellbeing in Education' and was part of the Anchor approach, the evaluation report has just been finalised and shows some very encouraging results. The aims of the project were:

- For education settings to be better equipped to support pupils and students' wellbeing and psychosocial recovery as they return to full-time education in autumn 2020 (DfE aim) and beyond.
- To better understand the changing needs of education settings during Covid19 so that support responds to need.
- That support and straightforward information on resilience and wellbeing reached ALL front-line staff in education settings so that we maximise the impact of positive relationships in the community to facilitate recovery.

The project involved several activities including a mail-out campaign with bite sized resources and support for education staff and creating a 'Wellbeing in Education Brochure' and webpages. For both activities, the survey results and feedback showed high satisfaction in the services produced (see expressed satisfaction in the activities graph below). According to the feedback, the team produced excellent quality resources and in a format that was adapted to the needs of teaching staff and Education Welfare Leads.



4.4.3 Percentage of young people aged 16-17 in education, employment, or training (EET): By the end of March 2021, 92.7% of young people in Haringey were in Education Employment or Training. This was an improvement from the previous year's performance (90.7%). Our ambition is to be above the London average (which has increased from 95.5% in 2020 to 96% in 2021) by 2022. This is currently rated as red, as we are below the London average.

4.4.4 In order to drive improvements, a NEET operational group has been running for one year to improve the way we identify, track, and support young people who are not in education, employment or training and support a better awareness and promotion of the post 16 offer in Haringey. There is strong commitment to this

group from the key Council departments who are stakeholders in performance against his objective, including Economic Regeneration, Schools and Learning, Haringey Education Partnership, Haringey Community Gold and Children's Services. A whole system NEET action plan is under development to drive further improvements, specifically relating to:

- our capacity to track those young people whose activity is unknown.
- the team that has oversight of this area of business is expanding from 2 to 4 staff, enhancing our capacity to deliver IAG support.
- data quality and timeliness of returns from schools, colleges, and post-16 providers.
- Improving the post-16 offer in Haringey and promoting uptake of internal offers.

4.4.5 **Proportion of adult safeguarding cases with risks removed or reduced at the end of the case:** in Haringey 90% of the safeguarding cases concluded had their risks either removed or reduced in Q4 of 2020/21. This was 5% below the target but still higher than the national average and equal to our statistical neighbours, and to London as a whole.

4.4.6 **Domestic abuse- Violence With Injury:** Data from the Metropolitan Police indicates that in 2020/21 795 incidents of domestic abuse were recorded in Haringey, an annual equivalent of 343 per 100,000 of the 16+ population. This is below the 2017/18 baseline target of 375 incidents per 100,000 population and has seen a continued downward trajectory so this is now rated as green having achieved the target to reduce the rate to below the 2017/18 baseline.

4.5 Place

4.5.1 **Violence with Injury (VWI) non-domestic abuse related & robbery - personal property: rate per 1,000 pop. & number of offences:** In March 2021, the rolling twelve-month numbers for VWI and robbery were 2,283 and 1,178 respectively, with rates per 100,000 of population of 8.0 and 4.1. These figures show a decline in numbers for both measures, particularly in the case of robbery, which has decreased by 53% compared with 2019/20. This reflects the impact of the lockdown measures. However, Haringey's rate of robbery, burglary dwelling, and car theft crimes remains comparatively high and is significantly above the average for London.

4.5.2 **Percentage of streets assessed as having unacceptable levels of cleanliness and litter:** We measure this quarterly by monitoring a selection of wards across the borough for cleanliness. Over the course of the year, we will have monitored all wards at least once. Each year we adjust the wards we monitor each quarter to diffuse any seasonality that might affect ward level performance such as leaf fall. At the end of the 2020/21 performance year the percentage of streets showing unacceptable levels of litter was 9.6%, below and better than the target of 11% and only 0.1% higher than the previous year, indicating that the improvements put in place previously have had a positive effect.

4.5.3 **Amount of waste per household sent to landfill / incineration (kg per household):** This is a measure of the average amount of residual waste created per household annually (residual waste being the waste that is not recycled or reused). The total amount of waste generated is predominantly driven by broader national economic trends in consumption. However, of the waste that is generated, the council has a key role in encouraging residents to recycle and reuse as much of their waste as possible. The higher the reuse and recycling rate, the lower the amount of waste left to be sent for disposal (which for Haringey goes almost entirely to incineration, from which electricity is produced). The final figure for this year was 400kg per household, a marked decrease over prior performance and well within the range for a green RAG rating.

4.6 Economy

4.6.1 **Percentage of council's expenditure on goods and services spent with Haringey businesses:** Whilst Covid has had a negative impact on implementing some of the Council's local procurement initiatives, we have tried to focus on local expenditure and local employment opportunities. The London Construction Partnership has been working closely with the Regeneration and Economic Development team to support local employment opportunities in the construction sector. Contractual requirements are in place for payment of London Living Wage in all contracts in excess of £160k. An enabling in-sourcing methodology and toolkit has been developed and is being adopted by some services. The methodology includes an assessment of all service delivery options (i.e., insource, 3rd party, hybrid, VSC etc.). Year-end local procurement figure for 2020/21 (Q4) was 24% with a total value of £125m. Whilst the percentage was down, due to Covid, the value was up by £10m on the previous year.

4.6.2 **Haringey residents supported into employment:** Haringey's Good Economy Recovery Plan and Employment and Skills Recovery Action Plan sets out how the Council and partners in the borough will respond to Haringey's labour market challenges. Scoping a programme of work to support Haringey residents has been undertaken. This includes deepening our understanding of the employment opportunities and challenges. For example, the Council is commissioning a Labour Construction Forecast which will give detail on the quantum and type of job and training opportunities that will be created through the Council's capital and major housing programmes to support the planning of training and maximise the number of residents who can access those opportunities.

4.6.3 The Employment and Skills Recovery Action Plan includes a range of workstreams to help increase opportunities for Haringey residents to find jobs. This includes a new youth unemployment service in Haringey Works which has been set up and is actively engaging with residents. In addition, work is underway to appoint an Autism and Learning Disability specialist advisor (subject to securing DWP funding) to work on an employment pathway. The Employment and Skills team have been working with partners to plan and deliver courses on introduction to technology and digital skills to connect residents to opportunities in the digital sector and we are currently developing a pathway into opportunities in Health and Social Care in partnership with the Whittington and North Middlesex

Hospital. There were 73 job placements for Haringey residents in January to March 2021 by Haringey Works (331 in 20/21).

4.6.4 **Number of Haringey residents starting an apprenticeship:** Haringey's Employment and Skills Recovery Action Plan also includes helping Haringey residents find apprenticeship opportunities. There were 8 apprenticeship placements for Haringey residents in January to March 2021 by Haringey Works and via s106 construction obligations. An Apprenticeship Levy Transfer has been agreed to fund five Haringey residents in apprenticeships in local businesses via the London Progression Collaboration, fulfilling the council's £50k pledge to the London Mayor's Reskilling the Recovery Campaign. A construction apprenticeship event was held on 12 February 2021 with contractors, 79 attendees and an apprentice who shared their experience.

4.6.5 In addition, the Council has developed its own approach to apprenticeships which are a corporate priority, supporting the objectives set out in the 2019-2023 Workforce Development Strategy to "develop the right people with the right skills and the right values". Apprenticeships future-proof our workforce by equipping us with the skills, knowledge and behaviours required for new and emerging job roles. As the largest employer within the borough, we have a responsibility to support our communities by creating accessible employment opportunities for our residents and to have a workforce that is reflective of the people and communities that we serve.

4.6.6 Haringey's apprenticeship levy is c. £896k per year. This represents £74k per month which Haringey can access to provide apprenticeship training opportunities for c.50 FTE existing and incoming employees (per year) and covers 95% of the cost of apprentices training. The current levy fund available to spend is £1.8m. Below is Haringey's track record for apprenticeships (excluding schools) which is below the public sector average despite the pandemic having had a significant impact on our apprentice numbers in 2020/21:

Figure 1

	2.3% Target	New Starters	Existing Employees	Total number of apprentices	% of apprentices	Shortfall
2019/20	45	13	12	25	1.16%	20
2020/21	52	9*	7	16	0.71%	36

* Of the 16, 6 are currently completing pre-employment checks and 2 posts are being advertised and anticipated to start in 2020/21.

4.6.7 The 2019/20 Council budget identified growth funding to establish corporate capacity so that we are now able to significantly increase our focus on apprenticeships and the use of the levy to best effect. We propose an initial three-pronged approach to apprenticeships, including:

- Recruit to apprenticeships by default
- Career Development Qualifications (CDQ)
- Apprenticeship Development Scheme

4.6.8 **Gross Value Added:** The Council launched the Good Economy Recovery Plan and associated High Streets Recovery Action Plan in summer 2020 and has developed project delivery plans for the Council to support the economy under great pressure from Covid. Delivery is underway on a range of business support, with more projects planned for 21/22. Scoping work has been done to provide a local business advisor/coach providing advice to micro businesses and the self-employed, a Brexit advisor was commissioned to provide 1-1 support and advice to businesses, IT equipment purchased to provide online training for retail and small industrial estate businesses in North Tottenham to support them trade online, and a pilot scheme launched in Tottenham to provide advice to businesses to secure savings on utilities and other costs. The Economic Development team supported local creatives with the Shutter Gallery project delivered in Tottenham, supporting local creatives with small public realm commissions. The Economic Development team also supported the administration of the government grants schemes including designing the Discretionary Grant Scheme and Additional Restrictions Grant Scheme. The team also supported the Tottenham Green Market operator to successfully reopen and extended the contract to 2021.

4.7 Your Council

4.7.1 **Commitment to develop deeper understanding of resident perception, confidence, and trust:** We remain committed to developing a deeper understanding of resident perception, confidence and trust. Our work to establish the Citizens' Panel has reflected this commitment, with an emphasis on recruiting a panel which represents the diversity of the borough that ensures all perspectives are captured and accounted for. Recruitment and panel activity were negatively impacted by the pandemic, leading to on-street recruitment and in-person engagement activities being postponed.

4.7.2 We have now established the Haringey Together Citizens' Panel, with the purpose of ensuring that all Haringey residents, wherever they live in the borough and whatever their background, are given a platform to talk to us about what matters to them. This has been used since mid-2020 to run regular, online surveys that have enabled us to gather resident perspectives on a range of topics, from the impact of coronavirus to their work, finances, and the local economy. We have also used the Citizens' Panel to provide updates to residents on the work of our strategic partners, and to inform them of statutory consultations being undertaken in the borough.

4.7.3 Future plans for the Citizens' Panel include using it to undertake more detailed, deliberative engagement with members which will generate insights that build on and add depth to the feedback generated through ongoing surveys as well as increase residents' understanding of our services. The development of a dedicated Citizens' Panel webpage, which is planned for 2021-2022, will also provide us with a dedicated space to disseminate information about our services and benefits more widely, also providing a forum through which members will be able to interact with us more easily and flexibly.

- 4.7.4 Work has now recommenced to launch a digital recruitment campaign to encourage new sign-ups to the Panel by giving it greater prominence on the Haringey Council webpage, advertising it through Clear Channel advertising across the borough, and featuring it in Council circulars. When possible, on-street recruitment will also be recommenced. In-person engagement activities will also be launched, which will provide us with an opportunity to develop our understanding of resident perception through deliberative engagement activities that generate organic opportunities for dialogue. Undertaking these engagement activities will develop our understanding of resident perspectives, while also fostering greater confidence and trust in us by enabling us to communicate directly how we are taking resident feedback into account.
- 4.7.5 Our Fairness Commission report identified that residents sometimes have negative experiences in accessing our services for a range of reasons, from feeling dismissed or being dealt with in an insensitive way to encountering discrimination, resulting in decreased levels of resident confidence and satisfaction. A cultural change across the council and public sector services was recommended to ensure that everyone is treated with kindness, dignity, and respect. Residents also highlighted frustrations around not feeling that their views are truly considered in our decision-making when asked for feedback as part of our statutory consultation process.
- 4.7.6 We are working to develop the Council's approach to resident participation so that services across the organisation are actively involving residents in service design and decision making, with a focus on ensuring that we hear from lesser heard communities. We have maintained good progress against this outcome, taking positive steps towards the goal of developing an understanding of resident's perspectives, and fostering greater confidence and trust in us. The indicator remains rated as green amber to reflect this positive progress.
- 4.7.7 *Percentage of residents who say they are well informed about the services and benefits the council provides:***
We stated in our March 2020 progress review that this indicator should maintain a red-amber status until we have an updated Residents Survey result on this specific question. Although we have not been able to generate an updated survey result to quantifiably inform progress on this indicator, much work around communicating and informing residents during the Pandemic has been done and on that basis, we have updated the status on this outcome to green-amber. The last year has seen the council undertaking a huge communications effort to inform residents and businesses about how to keep themselves safe, what restrictions were in place and how they could access help, from the council, our partners and national government. This has included communications in a range of community languages.
- 4.7.8 The Haringey, Here to Help communications campaign was launched to ensure that residents know about the range of financial support available and eligibility criteria. Under this campaign we utilised a mix of more traditional tools including letters, leaflets, posters, and Haringey People magazine; as well as digital means

including social media and our website. We have also used targeted programmatic digital advertising for the first time with the aim of ensuring all residents who are on low income and fall within specific demographic categories were aware of the £500 grant support if asked to self-isolate due to COVID-19. Programmatic advertising allows us to directly target our residents on the websites they access, and push through messages in the languages our residents access the site in. The campaign delivered over 670,000 impressions, which generated just over 5,700 clicks, giving the campaign a Click Through Rate (CTR) of 0.85%, which exceeds the national average of 0.3%-0.6%. The results are available on the dashboard [here](#). We will be working to ensure that we have captured the learning from the COVID-19 communications projects and will be using this knowledge to inform our communications strategies going forward. We would expect this to contribute positively to the number of residents that feel informed about our services.

- 4.7.9 **Percentage of top 5% earners who are from black and minority ethnic groups:** The March 2021 Haringey employment profile shows that 26.5% of senior managers are from a BAME background. This represents a 1.5% decrease from the previous report in December 2020, although it should be noted that the actual number of BAME senior managers remained constant, at 30. Despite this change this indicator remains in green, according to the original borough plan target of 17.2%.

5. Contribution to strategic outcomes

- 5.1. Effective performance monitoring of the Council and partners' progress towards achieving the outcomes in the Borough Plan is fundamental to understanding impact.

6. Use of Appendices

Priority dashboards and performance packs <http://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together>