Report for:	**Overview and Scrutiny Committee**: 29 November 2021

Title:	Borough Plan 2019-23, Progress Update reflecting period to Quarter 2 September 2021
Report authorised by:	Claire McCarthy, Assistant Director Strategy and Communications
Lead Officer:	Margaret Gallagher, Performance & Business Intelligence Manager margaret.gallagher@haringey.gov.uk

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 been applied to the priorities in the Borough Plan.

1.2.   The 2019 – 2023 Borough Plan saw the conclusion of its second year in March 2021, a year on from the beginning of the Covid-19 pandemic which had a profound effect on some of the outcomes and progress in achieving those as the council adjusted its resources in responding to the pandemic. This had an impact on the delivery of some of the borough plan priorities, outcomes and meant some indicators lost some of their relevance or targets 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.   As things are gradually moving back to some form of normality, we have reviewed and updated some of the 'Outcomes' and 'Objectives' in the Borough Plan and our Performance Indicators have been reviewed to better reflect and monitor the work that we are delivering. Whilst the high-level outcomes have not been removed, we have added in more priorities to reflect our response to the impact of the pandemic and other growing challenges, such as climate change. Some areas introduced new performance metrics, and some kept things broadly the same.

1.4.   The Priority wheel updates and progress against key indicators are designed to show progress against high level outcomes overtime based on aspirational targets which were set at the start of the Borough Plan period and on which the Red Amber Green (RAG) statuses are based, where progress is depicted visually on the published wheels.

1.5.   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.

1.6.   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.

1.7.   As part of the Borough Plan, there is an existing 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., the performance outcome wheels) and are the primary means of measuring progress in delivering the Borough priorities over the remaining period (final year) of the Borough Plan.

1.8.   Progress reporting against the outcomes and measures set out in the framework started 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.

1.9.   As well as continuing to provide updates on the exiting Borough Plan outcomes, we will be focusing our energy on developing a full new Borough Plan to be adopted in 2022/23 with an associated performance framework focused on measuring impact, and what is happening in our communities. Our aim is to develop a framework that is rooted in co-production and dialogue with residents in terms of what they value.

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 September 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

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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, is regularly refreshed with the latest available data.

4. Performance Overview

4.1. Overall, this eighth update of the 2019-2023 Borough Plan dashboards illustrates progress against the strategic objectives set out in the Borough Plan as of September 2021 reflecting the position at the end of Quarter 2 2021.

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

4.3 Housing

4.3.1 Outcome 1 New Homes - *Number of new council homes provided: planning consents, starts on site and completions:* The overall RAG rating for the programme is green amber, mainly driven by over 50% of schemes reporting challenges and/or slippage in delivering against originally programmed milestones. However, the Housing Delivery Team has worked hard to mitigate issues and minimise delays, meaning the forecast continues to indicate that before the end of March 2022 we will achieve our target of having physically started work on a range of sites across the borough that will collectively deliver 1000 new Council Rented homes.

4.3.2   The major challenges to the Council Housing Delivery programme remain the impact of both Covid and Brexit. The latter has had an impact on onsite construction activity, including delays to some workforces returning from Europe. Construction costs are also increasing, with some supply chains seeing disruption. Inevitably these factors have the potential for ongoing and further impact on our programme. However, the Housing Delivery Team continue to provide robust challenge to ensure value for money is achieved. As such, the vast majority of schemes remain within their budgetary approval limits. In addition to the above planning consents and Starts on Site, there have been 25 completions of new Council Rented homes.

4.3.3   Outcome 1 A safe, stable, and affordable home- *new homes*: In the 2020/21 monitoring year the Council recorded 1,496 net (1,545 gross) additional homes in the borough. This was versus a target of 1502 homes. The Council's annual housing target increased to 1592 homes from the 2021/22 monitoring year following the publication of the London Plan 2021.

4.3.4   As at 30/8/2021 there were 10,240 units with planning permission and 3,954 starts on site. Whilst the borough fell slightly short of the new homes target this year this is considered a strong performance having regard to setbacks in the building industry from Covid related shutdowns and supply issues as a result of Brexit and labour shortages. This may mean that the Council is now above the 75% delivery over three years target set by central Government (Housing Delivery Test) and as such may not have the presumption in favour development applied. The strong pipeline of supply should also ensure the target is within reach in coming years.

4.3.5   Outcome 2, Reduce Homelessness – ***Number of people who are rough sleeping***. The single night figure continues to steadily fall, and as of September was 7, the second lowest ever recorded. This sustained reduction is partly due to the agreed extension of hotel provision for non-UK Nationals for the winter period, and the additional investment secured from the Rough Sleeping Initiative for the 2021/22 year. The new homes at Ermine Road opened in quarter 2 providing high quality settled accommodation for more than 40 individuals who had previous experience of rough sleeping. The new homes at Ermine Road opened in quarter 2 providing high quality, settled accommodation for more than 40 individuals who had previous experience of rough sleeping.

4.4   **People**

4.4.1   Outcome 5 Happy Childhood- ***Quality of social work practice***:   There are four metrics that we use as proxies to measure quality of practice including caseloads, repeat referrals to social care, the percentage of children on a child protection plan for more than 2 years and re-registrations for children on a plan. These metrics together give us a picture of how effective social work practice is. If social work practice is good and partners understand the thresholds in relation to safeguarding, this will contribute to a reduction in children being referred multiple times to social care.

4.4.2   Three of the four metrics are on target and therefore rated green with only the re-registrations on a child protection plan above levels of our statistical

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neighbours at 25% at the end of September. Overall, an amber/ green rating has been applied to the quality of practice indicator which shows continued positive performance in this area and therefore reflects our ambition to improve towards an Ofsted rating of Good.

4.4.3 Outcome 6 Pathway to success- *Youth Justice-* The metric that is associated with this outcome is First Time entrants (FTE) to the Youth Justice System. Latest data covering the period between January 2020 and December 2020 shows a rate of 267 per 100,000 young people in Haringey or 66 young people entering the youth Justice system. We also know that caseloads are lower than they have been in the past. Reasons for the decrease include increased use of diversion across the Youth justice system but the reduction is predominantly related to the pandemic and ensuing lockdown. More recent local data suggests the trend on arrests and FTE will continue to reduce over 2021 but over the longer term, we may see an increase particularly as we start to work through the backlog of cases that are pending court.

4.4.4 This means that latest available data shows us to be on target to reduce FTEs from a baseline set at the start of the Borough Plan period and with the 48% reduction over the last 3 years, we can confidently say that the direction of travel is positive whereby Haringey's FTE number is ranked 21st in London having been the highest (31st) and among our family group Haringey is 4th comparatively compared to 11th previously. In addition, other related metrics tracked show a positive direction of travel in reduction of serious youth violence both in the last 12 months (19% reduction) and over the longer term (a 3-year period to October '21) where there has been a reduction of 36%.

4.4.5 Outcome 7 Healthy & Fulfilling lives -Some of the indicators we reported under this outcome were aligned to those we had to report on as part of the Better Care Fund monitoring but some e.g., delayed transfers of care have become obsolete and are no longer recorded.

4.4.6 The Health & Well-Being Board is about to submit Haringey's joint CCG/Council led Better Care Fund Plan (BCF) 2021/22, its investments and metrics and their targets. The BCF Plan in a national programme that supports local systems to successfully deliver the integration of adult health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers. It has a particular focus of supporting multi-morbidity and ageing well. In Haringey, our £31m joint investment spans early help and prevention to mitigate future need, funding for community health and adult social care – the 'right care at the right time' as people become frailer, including those with dementia or nearing end of life - and out-of-hospital services to facilitate hospital discharge and recovery as far as possible in the community.

4.4.7 The BCF Plan includes 5 metrics to assess the extent to which the Plan is successfully delivering on its ambitions. Three of these national measures are associated with hospital utilisation and the other two to adult social care. Two of the new hospital measures relate to the proportion of Haringey residents who stay 14 and 21 days or more, respectively, in hospital before discharge. As a result of additional national and local investment in out-of-hospital solutions, we know that the number of people (both all ages and 65+) who stayed 21+ days in hospital decreased by 23% and 35%, respectively, between 2019/20 and

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2020/21, far greater than the reduction in emergency admissions (both 15%). This means patients, particularly those with complex needs, were discharged more quickly during the pandemic, although a greater proportion needed care and support. We want to continue this record in 2021/22 and beyond.

4.4.8 The two adult social care measures are those utilised within the national Adult Social Care Outcomes Framework (ASCOF), namely:

- The proportion of people aged 65+ who were admitted to hospital who needed short-term social care support to help them recover (called 'reablement') and who were at home 91 days after discharge; and
- The number of people aged 65+ who were admitted to long-term Council-funded residential/nursing care homes.

4.4.9 Longer-term, the latter figure continued to reduce as a greater number of ASC clients with complex needs were increasingly supported at home, which is what most people want. There were 103 admissions in 2020/21, the lowest figure recorded; however, this was due to the impact of the pandemic and its waves, and our expectations are that the corresponding number of admissions will increase slightly in 2021/22 (target: 114). The corresponding reablement target is 80% for 2021/22, and this will be based on Q4 2021/22 performance.

4.4.10 A new "free from harm outcome" has been introduced in the refreshed approach and includes three new safeguarding indicators including one around "making safeguarding personal" which will track the proportion of clients asked about their desired outcome. This indicator is already monitored and reported via our Safeguarding Adults Board along with safeguarding trends, abuse types and locations as well as deep dives into any areas of concern to better understand any issues highlighted by the data.

4.4.11 Outcome 8- Strong Communities- Alongside the rate of volunteering, the results from which come from a community life survey, we look at our wider approach to early help and to strengthening our communities by promoting and collaborating with the range of voluntary organisations and partners that operate in the borough whilst helping families and residents become more self-sufficient, avoid crisis, and get the right help at the right time.

4.4.12 Early Intervention, Prevention & Dementia is a programme of work that aims to support people to remain as independent as possible for as long as possible. The programme is made up of four workstreams to ensure delivery, these are information & communication, community navigation & social prescribing, Community asset approach to commissioning, and Dementia. Examples of projects within this programme are set out below.

4.4.13 Thrive Haringey is a fantastic new programme, funded by the Arts Council England on behalf of the National Academy of Social Prescribers (NASP) being delivered in partnership with the Bridge Renewal Trust, along with core partners Jacksons Lane, Public Voice and Tottenham Hotspur Foundation.

4.4.14 Thrive Haringey will support Social Prescribers by developing neighbourhood-based activities for residents across the Arts & Culture, Sport & Physical Activities, Advice & Food and Environmental and Health & Care sectors. The

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programme will utilise NavNet as the key platform to enable Social Prescribers to connect residents with lots of exciting new activities.

4.4.15 NavNet is a grassroots project developed in Haringey for social prescribing officers across the borough. Currently on WhatsApp, NavNet has 120 members with an average of 10 daily posts, where practitioners share tips, information & advice and can ask colleagues for specific pieces of information.

4.4.16 Haringey Council has in place several earlier intervention and prevention programmes such as Connected Communities and Local Area Co-ordinators who provide advice and guidance to assist residents in navigating the complex landscape of service provision amongst the council and our partners. Haringey was recently recognized for this approach and the Connected Communities way of working as a finalist in the IRRV performance awards under the category of "Excellence in Social Inclusion"-more detail can be found at this link https://irrv.net/awards/finalists/page.php?wid=5&wadid=15&iid=506 .

4.4.17 We have developed a framework which attempts to examine the social value of working in this more preventative way with our communities by providing the right help at the right time. This has been developed as part of our 'Stronger in Communities' approach which takes a strengths-based approach adopted across the Council to enhance our relationships with residents and communities. The social value framework involves tracking the issues that residents present with and need assistance, advice, or guidance for and then account for the beneficial impacts of this intervention by attributing a £ social value to this work. The aim is to ensure that this and other insight is used to inform change and service redesign work such as how we support residents to tackle problem debt and ultimately to improve the experience of residents using our services.

4.4.18 Through our Social Return on Investment analysis, we estimate that this approach delivered over £5m of social value in 2020/2021. In 20/21 this included strong performances in areas grouped under strengthening our community and advancing our employment support offer. We continue to track social value of recorded interactions with our Connected Communities team and partners who we work with e.g., Citizens Advice Bureau.

4.4.19 Quarter two data alone for 20/21 shows a combined social value of almost £2.5 million with the largest social values attributed to supporting residents in that quarter with:

- council tax queries c£800k (to claim CT reduction, payments, reducing arrears and related issues)
- strengthening communities c£600k (e.g., accessing the internet, reducing anxiety, introducing resident to voluntary and community sector, helping residents to increase their confidence and live more independently, joining community groups or feeling better connected with the community) and
- children, early years, or parenting support c450k (e.g., applying for free childcare hours, accessing child health services/ children's centre

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classes, registering a child at school, accessing other forms of childcare or increasing income as a result of accessing childcare.

4.4.20 Outcome 4 Stronger Communities- *Domestic abuse (DA)- Violence with Injury*:
Data from the Metropolitan Police showed 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. Quarter 2 figures, whilst still on an increasing trend are showing a slight decrease from last quarter with 432 domestic abuse incidents recorded in Haringey equivalent to a rate of 373 per 100,000 population. This is higher than the London rate of 328 and is now just below our 2018/19 baseline target of 375 incidents per 100,000 population, as such progress against this outcome has been rated amber green although we recognise that whilst achieving a reduction against the baseline, there is always more that can be done to tackle domestic abuse and violence with injury.

4.4.21 Work to secure a BAME domestic abuse service and a mental health domestic abuse service, to support the existing DA services available in the borough has started. The VAWG Team are also scoping a mapping of all existing DA/VAWG training in the council and how this can be delivered across departments jointly. As well as the strategy and work being done to address violence against women and girls, Children's services are bidding for some funding to implement a model of practice (Norwegian model) that will aim to protect children in families where domestic abuse is an issue. The project would involve carrying out risk assessments on referrals to CYPS involving DA, a programme of 12 weeks therapy for couples and group therapy.

4.5 **Place**

4.5.1 Outcome 10 A cleaner, accessible, and attractive place- *Violence with injury (non-domestic related) and robbery (personal property):* In the 12 months to October 2021 there was a decrease of 12% in VWI offences albeit the number of incidents (2352) remains above the target and 2018/19 baseline (2044). Haringey also saw a fall of 42% in robberies during the same period (1296 incidents down from the 18/19 baseline of 1728 but slightly upon the previous year 1176 incidents. This position compares favourably to the London-wide trend and our comparator neighbours. As footfall continues to increase, focus will be given to areas where violence and robbery may re-emerge, especially in the East of the borough with hotspots around Tottenham Hale, Seven Sisters, and Tottenham High Road historically noted.

4.5.2 The Council continue to work with the Metropolitan police and other partners to make the borough a safer place, taking actions such as: extensive and ongoing police operations, including dedicated robbery team deployed around Wood Green High Road, Hale Village, Tottenham Hale, Seven Sisters Market to respond to robberies. This has contributed to reducing robberies in these key locations, a number of suspects being arrested, and robbery incidents have continued to remain low.

4.5.3 Ongoing partnership working also continues, such as weekly contact with Borough Commander, Police SNT's, to contribute to reductions especially around the hotspot locations. The Police and council are working jointly to

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develop pro-active responses around our traditional hotspot areas to manage any increases as they emerge. Based on the low numbers seen in the past year, but cautious of potential rises in line with increasing footfall, this indicator is rated as green amber for the year.

4.5.4 Outcome 10: On the road to *delivering a net Zero Carbon Borough by 2041*. This is a new outcome within the Place priority that foregrounds Haringey's efforts to address the climate crisis. We declared a Climate Emergency in 2019 and we have now taken steps to seize the opportunity of temporarily reduced carbon emissions during Covid-19 to accelerate our work to improve air quality, particularly around schools. Climate change disproportionately affects those least able to bear it and with the least responsibility for causing it. Addressing climate change is therefore about delivering a fairer and more equal society. We have published a Climate Change Action Plan and this Borough Plan now reflects our ambitions. We will:

a) Work to reduce the operative carbon footprint of the Council to net zero by 2027.
b) Reduce emissions from domestic buildings.
c) Reduce emissions in non-domestic buildings and reduce business related carbon emissions.
d) Reduce emissions from road transport by growing public and active travel options and infrastructure.
e) Develop plans to connect more homes to low carbon heat sources and more renewable energy locally
f) To actively liaise with and support stakeholder organisations to reduce carbon emissions and promote further reduction

4.5.5 In order to meet these goals a suite of new performance indicators have been put in place. These are:

- Reduction in Carbon Emissions from the borough as reported by London Emissions data (LEGGI
- To improve the energy performance of the borough's housing
- Develop the Outline Business Case for Decentralised Energy Networks in Tottenham Hale, Wood Green, and North Tottenham
- Increase the number of School Streets in Haringey
- All public schools in the borough to have Active Travel Plans in place.
- To increase the number of solar PV arrays on the public buildings in the borough.
- Develop a Community Carbon Fund to kick start community lead carbon reduction and renewable generation projects.

For a current assessment of performance on these new indicators please see Appendix 1.

4.5.6 Outcome 10 A cleaner, accessible, and attractive place- ***Number of people killed or injured on Haringey's roads (KSI)***: Haringey continues to invest available funding in a series of schemes, targeted at casualty hotspots, and initiatives to reduce collision levels within the borough. This has had a positive effect on tackling road safety in the borough in 2019 and indicates further improvement to meeting our target of 0 people killed or seriously injured (KSI) on Haringey's roads by 2041.

4.5.7 From September 2016 onwards, the police have used a new method of assessing injuries, figures for serious and slight injuries are not directly comparable with previous figures. This resulted in a significant increase in absolute numbers of people killed or seriously injured in years 2016 and 2017. We now believe, 2 years on, that the reporting system is reliable enough to assess KSI trends.

4.5.8 The Covid 19 virus will have had an impact on collision trends across Haringey in 2020 and 2021 as fewer people travelled on the roads, especially during periods when lockdown was imposed. As we came in and out of lockdown, although the number of people travelling on Haringey roads may have decreased, number of journeys undertaken by car may have increased during some periods as people stayed away from public transport for social distancing reasons. We await data for 2020 and 2021 to fully assess the impact that Covid 19 has had on collision numbers across Haringey. This indicator however should maintain its red status to highlight the 2041 ambition for zero KSIs on Haringey roads.

4.5.9 Outcome 12: a clean, accessible, and attractive place: ***Percentage of residents satisfied or very satisfied with street cleaning***. This is an annual measure which shows that in 2021, 73% of residents were satisfied or very satisfied with street cleansing but litter concerns have increased and fly tips is a   rising concern. During quarter 2 some close analysis of the way that Fixed Penalty Notices (FPNs) are issued was carried out, along with details of fine collection rates, analysis of the locations where most FPNs are issued, and areas where the collections process could be made more efficient. In 2021, 1,772 FPNs were issued in the year up to September, generating over £121,000 in income.

4.5.10 The majority of FPNs are issued in the Harringay and Noel Park wards, and more broadly on the east side of the borough, with general littering, fly tipping   and littering of cigarette ends being the most common offences. Littering fines are usually issued on the spot by Haringey staff, while fines for fly tipping are commonly issued following an investigation. The Performance and Business Intelligence team has committed to providing analysis every six weeks: this data will be taken forward by the operational teams and used to improve services across the borough and will be available to senior managers and members.

4.6 **Economy**

4.6.1 Outcome 13 A growing economy – ***commitment to developing more specific measures*** Due to Covid-19, the council made the decision to suspend the consultation on the Economic Development Strategy and the Council focused on and published the Good Economy Recovery Plan (GERP), with the High Streets Recovery Action Plan (HSRAP) and the Employment and Skills

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Recovery Action Plan (ESRAP) to respond to pandemic and set priorities for next 12-18 months. The recovery plans priorities are:

- Re-open and support our high streets and town centres.
- Support businesses through recovery and into renewal.
- Support residents into work and training.
- Secure social and economic value through investment in our neighbourhoods and communities.

The High Streets Recovery Action Plan details how the Council will support Haringey's high streets and town centres to recover, as well as to identify and explore renewal opportunities to come back better, with a greener focus and better utilise digital technologies.

4.6.2   In Q2, examples of recovery programme delivery include a pilot project across Tottenham that engaged with over 700 businesses to help them reduce costs, helping them identify £115k of potential savings. To support and promote local business, a Haringey Business Directory was set up, and a second phase to develop the platform with an online and shopping option is underway.

4.6.3   The Good Economy Recovery Plan includes work in developing social enterprises in Haringey – to encourage and support residents to develop and set up social enterprises. To better understand the needs of local social enterprise and how best to support them, 12 workshops have been organised with 55 entrepreneurs enrolled onto the programme.

4.6.4   Outcome 13 A growing economy- ***Percentage of the council's expenditure on goods and services spent on Haringey businesses.*** Whilst Covid-19 had some initial negative impacts on implementing some of the Council's local procurement initiatives, initial Covid response regarding procurement was to focus on local expenditure and local employment opportunities. Other initiatives have taken place or are underway, such as all new contracts over £50k include London Living Wage as a contractual requirement. And the London Construction Partnership has been working closely with the Regeneration and Economic Development team to support local employment opportunities in construction sector.

4.6.5   A review of procurement reforms will take place, focusing on social, economic, and environmental considerations in procurements and meeting national targets and policies, with the aim of supporting and enhancing the local economy

- Council commercial expenditure in Q2 was c£135m, which is £5.5m down from Q1.
- Local expenditure slipped back to 23.5% (£31.6m) in Q2 from to 25% (£35.8m) in Q1.
- Expenditure with neighbouring boroughs is up 2% to 22% £29.6m in Q2 from 20% (£28.6m) in Q1
- The remainder of London expenditure is 21.5% (£29m), similar to Q1
- Expenditure outside London remained at 33% (£45m) but reduced in value by £2m from Q1.

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Whilst the impact of Covid continues, it will be challenging to move closer to our target of 30%; however, the volume of expenditure year to date (£67.4m) with local suppliers is up £6m compared to the same period last year.

4.6.6   Outcome 14 Supported into work - *Haringey residents supported into employment.* Haringey's Employment and Skills Recovery Action Plan details how the Council will support all residents in a difficult economic and employment environment, with some residents requiring rapid interventions, focussed on job searches or short courses to help move quickly back into work. Others need a more gradual approach, with support to overcome multiple barriers to work.

4.6.7   In Q2, Haringey Works registered 218 residents and helped 123 residents with job starts, 24 additional job starts took place in July and August in s106 construction sites. Haringey Works held a Job Event with employers interviewing potential clients for live opportunities with 22 residents securing or lined up for opportunities. Haringey Works also ran information sessions with employers, two with Greggs, helping around 20 residents with job opportunities and one with an employer with HGV driver vacancies. ESF funds via Central London Forward have been secured (Oct 21) for additional employment support in borough for those furthest from the job market. The programme included funding for 10 paid 6-month work placements at London Living Wage.

4.6.8   In Q2 work has been underway under the Live Well Sub-Group to develop employment pathways for residents with Special Educational Needs or Disabilities. Funding has been secured for a new LD/SEND employment support post based in the Autism Hub and additional employment support for Care Leavers with delivery expected to commence in the next quarter. Work is underway on the employment growth sectors with officers working with North Middx, Whittington and the Council's Commissioning team to promote Health and Social Care career pathways culminating in a H&SC jobs fair being held in partnership with CONEL with live job vacancies. To help residents develop employability skills in the tech sector, Intro to Technology skills training was offered with Ada College (Haringey Higher Level Skills) we are currently awaiting an evaluation of this provision. Construction is also a key growth sector in Haringey, and we have commissioned research to help understand construction job opportunities in the borough created through the Council's spend and planning powers, to inform local planning of skills provision.

4.7   **Your Council**

4.7.1   Outcome 18 Residents get the right information and advice first time and   find it easy to interact digitally-*Customer feedback on ease of access to information*. The Net Easy Score indicator uses the industry standard 'Net Easy' scoring system to measure the ease with which customers can get the information and help they need when contacting Haringey Council. Using the

agreed methodology to calculate the score, the number of people who said that it was difficult (either fairly, very, or extremely) to get the help they wanted is subtracted from the number who said that it was easy (either very or extremely); for Quarter 2, 71% subtracted from 19% gives us a score of -52%. We continue to learn from the feedback we receive and use the information to improve the offer to our residents but as performance has not improved from the baseline in 2019/20, this indicator remains on red status.

4.7.2 Although performance on the above metric remains off track, progress is being made towards achieving the wider outcome of residents getting the right information first time, helping them to interact with us digitally. Some of the milestones that have been achieved this year include:

- Development of the Digital Strategy (Aug 2021)
- New online parking permits process went live (Completed Aug 2021)
- Self-serve technology introduced in Marcus Garvey and Wood Green Libraries/CSC (Sep 2021)
- Telsolutions went live in April 2021- using Digital Transformation resources (April 2021)
- Recruitment of benefit maximisation officers to support residents struggling in debt (April 2021)
- Pilot debt delivery service (July 2021), phase 2 approved (Sept/Oct 2021)
- Implementation of benefits calculator on webpage (July 2021)
- Feedback training sessions for Managers and Responding officers (Sept 2021)

4.7.3 Outcome 19 Positive workforce- *Percentage of top 5% earners who are from black and minority ethnic groups* The September 2021 Haringey employment profile shows that 28.4% of senior managers are from a BAME background, an increase of 2 percentage points since the previous reporting period at the end of June 2021. It should be noted that the cohort of top 5% of earners is subject to fluctuation as people move in and out of senior roles (given the 5% threshold) and the number of BAME senior managers are both relatively small numbers (c105 staff and roughly 30 BAME) so percentage change can be volatile and unreliable in assessing progress against this outcome. Despite this volatility, this indicator remains on green status, according to the original borough plan target to improve from a baseline of 17.2%.

4.7.4 On this same outcome we are also making progress on the *percentage of workforce that are under age 40* against our target to increase from a baseline of 26.2%. Although the average age of our employees as of September 2021 remains 47 years, and the number of staff aged under 40 (662 or 26.2%) remains at a similar level to that reported at the end of Quarter one the numbers are up from those reported at the end of March 2021 (626 staff). The target set in the Borough Plan was to increase the proportion of staff under age 40 from a baseline of 26.2%.

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4.7.5 The council is committed to ensuring its staff base is diverse in thought, background and experience and is reflective of Haringey's communities. One of the things that the council is doing is reviewing its approach to recruitment and retention to include utilisation of apprenticeships, with a particular focus on improving the diversity of the workforce age profile. Moving forward as we get more sophisticated with our monitoring; we would like to be able to measure the Ethnicity pay gap (perhaps to replace % of BAME senior managers) and the average age of new starters.

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

Appendix I: Outcome 10: On the road to delivering a net Zero Carbon Borough by 2041, Q2 2021/22 Performance

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

Appendix I: Outcome 10: On the road to delivering a net Zero Carbon Borough by 2041, Q2 2021/22 Performance

	Measurement	Q2 Performance	Target by 2024	RAG Status
To improve the energy performance of	The % of homes within the borough that have an Energy	11% of lodged EPC's are A's or B's. (June 2021)	14%	Amber

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the boroughs housing	Performance Certificate (EPC) rating of A or B			
Develop the Outline Business Case for DENs in Tottenham Hale, Wood Green, and North Tottenham	3 business cases adopted by the Council and external funding secured to support these developments.	OBC for North Tottenham approved, OBC's for Wood Green and Tottenham Hale due Dec 2021.	All three OBC completed. FBC's being finalised for all 3 sites.	Green
Increase the number of School Streets in Haringey	30 by 2024	17	30	Green
All public schools in the borough to have Active Travel Plans in place.	Number of Schools with TfL STARS Gold status	44	47	Green
To increase the number of solar PV arrays on the public buildings in the borough.	Number of PV arrays on Council corporate buildings and schools	22	28	Amber
Develop a Community Carbon Fund to kick start community lead carbon reduction and renewable generation projects.	Fund set up by end of 2021, and first grants issued by early 2022.	Fund launched in 31st Oct 2021.	To launch fund and have given out £230k of funding to community groups.	Green

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