

Report for: **Overview and Scrutiny Committee:**

Title: Borough Plan 2019-23, Progress Update reflecting period to Quarter 4 March 2022

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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 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 notable 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. Following the May election, we will be working to develop a 'Haringey Deal,' alongside an associated framework to deliver and track the implementation of the Manifesto commitments of the majority party. Whilst we will continue to track high level outcomes associated with our existing Borough Plan which runs until 2023, we aim to develop a new 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 March 2022.
- 2.2 OSC is asked to note the fact that future performance reports to the committee are likely to take a different form based on a new focus following the elections. An update will be provided to the committee on what this will look like as soon as possible.

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, is regularly refreshed with the latest available data.

4. Performance Overview

4.1. Overall, this tenth update of the 2019-2023 Borough Plan dashboards illustrates progress against the strategic objectives set out in the Borough Plan as of March 2022 reflecting the position at the end of Quarter 4 2022.

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:** Since the beginning of the Housing Delivery Programme the cumulative totals as of the end of March 2022 are as follows:

- Completions: 173
- Planning Permissions: 835
- Starts On Site: 1,402

4.3.2 The Housing Delivery Team has worked hard to mitigate issues and minimise delays to the programme, meaning we have now physically started work on a range of sites across the borough that will collectively deliver 1000 new Council Rented homes since programme inception. This is important progress towards our aim of building 3,000 new council homes at council rents over a decade.

4.3.3 The major ongoing 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.

- 4.3.4 Outcome 1 New Homes - **Number of new council homes provided:** 3,005 homes were completed in the borough over the period 1 April 2018 to 31 March 2021. This represents 66.6% of the Council's target. The Government published its 2021 Housing Delivery Test measurement on 14 January 2022. The national lockdowns in 2020 and 2021 were unprecedented events which saw temporary disruption to local authority planning services and the construction sector. Having regard to this, and for the purposes of the Housing Delivery Test, the Government reduced the 'homes required' within the 2019 to 2020 year by a month and within the 2020 and 2021 year by four months. Taking account of the above grace periods, Haringey's Housing Delivery Test 2021 measurement is 75%. The measurement of 75% is a significant improvement on last year's result (60%).
- 4.3.5 As the Council's 2021 measurement is at or above the Government's 75% threshold, in accordance with the National Planning Policy Framework, the Council is no longer subject to the 'Presumption in Favour of Sustainable Development' (PIFSD) which took effect on 20 January 2021 following the publication of the 2020 measurement. This is an important change which means the Council can once again give maximum weight to its own Development Plan in planning decisions (as opposed to having to give a greater than usual amount of weight to the NPPF's PIFSD as a significant material consideration). The London Plan 2021 increased the Council's housing target to 1592 homes per annum from 2021/22. Data for the 2021/22 financial year will be available in September 2022.
- 4.3.6 Outcome 3 A safe, stable, and affordable home - **Number of additional households living in improved conditions as a result of HMO Licensing schemes:** HMOs (Houses of Multiple Occupation) are buildings that are occupied by more than one household. They are a much-needed source of private rented accommodation and serve a growing demand within the private rental market. It is essential that these properties are managed effectively to ensure the safety and wellbeing of the tenants living in them. Haringey Council maintains a licensing programme for HMOs that helps to maintain standards of HMOs across the borough.
- 4.3.7 Overall, we have exceeded the target for the borough plan to improve the living conditions of 9000 households living in Houses in Multiple occupation through the HMO licensing programme; the number currently stands at 9,104 homes in improved conditions. The HMO licensing scheme is due to run until May 2024 so this project will continue to issue licences and ensure through licence conditions that properties are improved and are well managed.

4.4 People

- 4.4.1 On the whole performance against the three Children and young people's outcomes; **Best start in life, Happy Childhood and Pathway to success-** is positive and most targets have been achieved or shown significant improvement overtime at end of year 2022.

4.4.2 Outcome 7 Pathway to success- ***Young People in Education, Employment, or Education***- At the end of February 2022, 94% of young people in Haringey were in Education Employment or Training (EET). This is slightly lower than the London average (96%) but above national figures (93%). Our ambition is to be equal to or above the London average in 2022 with the aim of reaching 96% of young people in EET. This metric has been rated as Amber, as we are below the London average but better than the England average position and data shows a positive direction of travel.

A working group has been reviewing the way we identify, track and support young people who are not in education, employment, or training. Key factors relating to our current performance which were addressed include:

- our capacity to track those young people whose activity is unknown;
- our capacity to provide them with effective information, advice, and guidance about learning, training, and employment opportunities.
- and that we ensure that schools are sharing young people's destinations with us in a timely way.

4.4.3 Outcome 7 Healthy & Fulfilling lives ***Proportion of adult safeguarding cases with risks removed or reduced at the end of the case***: in Haringey 96% of the safeguarding cases concluded had their risks either removed or reduced in 2021/22. This was 1% above the target and remains above the national average (89%), our statistical neighbours (92%), and London (91%) based on the latest available published data. Final safeguarding results will be submitted in our Safeguarding Adults Collection to NHS Digital on 8 June 2022. On the basis that the target has been exceeded, this measure has been rated green.

4.4.4 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.

4.4.5 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.

4.4.6 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.

4.4.7 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

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

- 4.4.8 NavNet is a grassroots project developed in Haringey for social prescribing officers across the borough. Currently on WhatsApp, NavNet has 154 members with an average of 10 daily posts, where practitioners share tips, information & advice and can ask colleagues for specific pieces of information.
- 4.4.9 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&wamid=15&iid=506> .
- 4.4.10 We have developed a framework which examines 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.
- 4.4.11 Through our Social Return on Investment analysis, we estimate that this approach delivered via our Connected Communities programme generated over £5m of social value in 2020/2021 and between £8 and £12.5m¹ in 2021/22, a significant increase on the previous year values generated. The increase was due to both the increase in staff numbers and hence a greater number of clients seen (2,800 clients in 21/22), as well as campaigns held such as the Council Tax Reduction Support campaign which helped a targeted cohort claim CTR benefit. In 21/22 the social value figures included strong performances in areas grouped under strengthening our community, advancing our employment support offer, enablement, and council tax support. We continue to track the social value of recorded interactions with our Connected Communities team and partners who we work with e.g., Citizens Advice Bureau.

4.4.12 Data from April 2021 to March 2022 shows a combined social value of £12.8 million¹ with the largest social values attributed to supporting residents in that period within the following groupings:

- strengthening communities c£6m¹ (e.g., accessing the internet, reducing anxiety, introducing residents to voluntary and community sectors, helping residents to increase their confidence and live more independently, joining community groups or feeling better connected with the community)
- Employment support c£2.6m
- Enablement c£1.5m¹
- Council tax queries and support c£1.7m (to claim CT reduction, payments, reducing arrears and related issues)
- Other categories of support generating social value include Children's – applying for childcare, Housing – homelessness prevention, Health – Providing information/reducing depression etc.

4.4.13 **Domestic abuse- Violence with Injury:** Data from the Metropolitan Police indicates that in 2021/22, 811 incidents of domestic abuse were recorded in Haringey, an annual equivalent rate of 350 per 100,000 of the 16+ population. After a spike in domestic abuse offenses earlier in the year the rate has now reduced below the target. The rate remains higher than the London rate of 320 but is lower than our 2017/18 baseline target rate of 376 incidents per 100,000 population, as such progress against this outcome has been rated Green having achieved a reduced rate of domestic abuse offences below the 2017/18 baseline target whilst recognising that there is always more to do to support vulnerable residents who may be experiencing domestic abuse.

4.5 Place

4.5.1 Outcome 10 A Net Zero Carbon Borough - **Reduction in Carbon Emissions from the borough as reported by national government:** This indicator measures the amount of greenhouse gases produced in Haringey in kilotonnes per year. In this context CO₂ refers to **Carbon Dioxide**, while CO₂e stands for "**Carbon Dioxide Equivalent**" which includes CO₂ and other greenhouse gases. Carbon dioxide, or CO₂, is a natural, colourless, and odourless greenhouse gas that is emitted when fossil fuels (i.e., natural gas, oil, coal, etc.) are burnt. Haringey's most recent performance is **636.82 (kt CO₂/ CO₂e)**. Due to way this data is produced these figures from 2018 are the most up to date available to us at this time.

4.5.2 The London Energy and Greenhouse Gas Inventory (LEGGI) is an emission inventory which quantifies pollution releases to the environment. It is produced on an annual basis to measure progress against the Mayor's CO₂e reduction targets for London. Since 2020 it is also used to meet the reporting requirements for the Global Covenant of Mayors for Climate and Energy (GCoM).

4.5.3 In 2020 the Council secured £2.6m from Central Government to increase the level of energy efficiency standards in the Schools Maintenance Programme.

Further, as part of our commitment to reducing the Council's carbon footprint, the following activities were carried out in Q1 and Q2 of:

- Zero Carbon Audit commenced on Parks Operational Buildings (Energy Team support)
- 4 E-Cargo Bikes delivered to the parks service.
- 2 E-cargo bikes for general staff use.
- Draft Parks and Green Spaces Asset Management Plan for September Cabinet.
- New parks fleet out to tender
- Pilot of four eco-bikes in Parks Service.

4.5.4 Outcome 14. A safer borough - ***Violence with injury / robbery (personal property)***: In the 12 months to December 2021 there was a decrease of 15% in non-domestic VWI offences based on our three-year baseline. Haringey also saw a fall of 33% in robberies during the same period. This compares favourably to the London-wide trend and our comparator neighbours. As footfall has returned to normal, we are beginning to see an increase in our 12-month VWI performance. Hence, 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.

4.5.5 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 partnership and police operations, including a dedicated town centre team deployed around Wood Green High Road as well as a focus around Northumberland Park, Tottenham Hale, Seven Sisters Market to respond to increases in robberies and violence. This has contributed to reducing robberies in these key locations, several suspects being arrested, and robbery incidents have continued to remain low.

4.5.6 Despite post-pandemic increases in robbery and non-domestic VWI across London, Haringey has maintained significant reductions year on year, as well as long term, particularly in robbery offending, which is a testament to the effective partnership working established within the borough, to reduce both victims and perpetrators of these offences. With respect to VWI, our reductions continue to outperform our neighbouring and comparator boroughs, leading to an overall long-term improvement in our London-wide ranking for violence (previously in top 5 highest volume, now 13th).

4.5.7 Ongoing partnership working also continues, such as daily violence GRIP meetings, regular contact with the Police SLT, Police SNT's, monthly North Area Violence Reduction Group meetings which to contribute to responses around the hotspot location. Based on the positive performance outlined above, this indicator is rated as green for the year.

4.5.8 Outcome 12 A cleaner, accessible, and attractive place - ***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. We adjust the wards we monitor each quarter and year to diffuse any

seasonal factors, such as autumn leaf fall, that might affect ward level performance.

4.5.9 In Quarter 4, overall performance was within target for all elements, with improvements in comparison to Q3 recorded for litter and graffiti. Performance between wards varied with the highest number of streets rated unacceptable for litter and cleanliness recorded in Bruce Grove and Haringay wards. Detritus (build-up of dust / earth /other particles) was consistent across all wards with Bruce Grove recording the lowest number of below acceptable scores. Similarly, graffiti was consistent across the wards apart from Crouch End which recorded the lowest number of fails. There was a slight increase in flyposting recorded on surveyed transects within some of the target wards but still well within target. These scores may in part reflect external funding secured from the Welcome Back Fund to target issues on High Streets, main Road and Shopping Parades across the borough being in operation during Q4.

4.6 **Economy**

4.6.1 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 tough 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.

4.6.2 In 2021/22 Haringey Works registered 1,057 residents and helped 576 residents with job starts. Haringey Works team have achieved the Employment Start target set for the year. Haringey Works has been able to engage positively with employers and carving out opportunities for local residents.

4.6.3 In Q4, Haringey Works registered 314 residents (up from 239 in Q3) and helped 111 residents with job starts (slightly down from 115 in Q3). An additional 67 job starts took place in Q4 in s106 construction sites (down from 69 in Q3). The Temporary Recruitment Service achieved an additional 11 job starts in Q4.

4.6.4 Using our social value framework, we calculated the social value generated from Haringey Works employment and skills activity in 2021/22, this equated to a sum of £5,431,000 for Haringey residents supported into employment in that year alone. These figures were based on outcomes and partial data available from Haringey works which tracked the assorted opportunities that residents were placed in, including apprenticeships, employment, the kick start scheme, self-employment, and general training for jobs. The social return calculations showed a 5.25:1 return on investment meaning that for every £1 invested in staffing the team, there was a £5.25 social return on that investment based on the outcomes achieved.

4.6.5 ESF funds via Central London Forward have been secured 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 and the additional support started in Q4.

- 4.6.6 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. A final draft was finalised in Q4. Funding has been secured to continue offering tailored employability and pastoral support to a cohort of 40 care leavers over an 18-month period, delivered by Drive Forward. Employment Navigators in post on Broadwater Farm and Northumberland Park, are focusing their work on those residents most negatively impacted by Covid-19.
- 4.6.7 Outcome 13 A growing economy- ***Reduction in the proportion of Haringey workers paid below the London Living Wage (LLW)***: More precarious forms of employment have risen faster in London than they have in the rest of the UK. In the two years since the start of the Covid-19 pandemic, the proportion of jobs that are zero-hour contracts has risen from 2.9% to 3.1% in London. In July-Sep 2021, there was a greater proportion of zero-hour jobs in London than the rest of England (3.8% compared to 3.1%), bucking the long-term trend. 28.1% of jobs in Haringey are paid below the LLW (7th highest in London).
- 4.6.8 London Living Wage employer status is a requirement for all new contracts that are awarded. Haringey is now a LLW wage employer, and we promote that via our commissioning and contracting and with the introduction of revised employment requirements in service and works related contracts, including those aligned with S106. Work under the Employment and Skills Recovery Action Plan was being scoped to reduce the number of workers paid under the LLW. With Central London Forward, a European Social Fund proposal was accepted which includes employment support for disengaged and disadvantaged 18- to 24-year-olds to move into sustainable employment, and onto a career path with job opportunities paid at LLW. Haringey Higher Level Skills and HALS (Haringey Learns) continues to deliver courses to support entry into sustainable jobs or more hours at LLW.
- 4.6.9 Outcome 13 A growing economy- Following the start of the Covid-19 pandemic 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 Recovery Action Plan (ESRAP) to respond to and set priorities for next 12-18 months. The recovery plans priorities are:
- Reopen 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.
- 4.6.10 The GERP and HSRAP details how the Council will support Haringey's businesses, 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.
- 4.6.11 Recent progress includes providing targeted support for businesses to get online and to encourage owners to sell online, provide advice to save costs (pilot achieved £80k+ worth of savings to 30 businesses) and navigate the impact of Covid-19 and Brexit, as well as scoping a programme for food start-up

businesses and resumption of the Business Crime Reduction Partnership supporting Global Entrepreneurship Week in November. A peer network business programme was established to help build capacity in the creative business community, while strengthening networks. Local creatives were supported with small public realm commissions while offering local shops a free shutter makeover and brightening up our high streets.

4.6.12 The team also supported the Tottenham Green Market operator to successfully reopen and extended the contract to 2022. And 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.

4.7 Your Council- The way we work

4.7.1 Outcome 19 Effective Engagement - ***Percentage of residents who say they are well informed about the services and benefits the council provides:*** The Haringey Citizens' Panel 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.

4.7.2 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.

4.7.3 Fieldwork for the 2021 Resident Survey was completed in November of last year; results will be published on the website imminently.

The increased levels of contact we have had with residents through the Citizens' Panel and engagement via the recent Resident's survey should reflect a level of progress against this overall indicator due to the increased awareness of our work we have been able to generate through the Citizens' Panel.

4.7.4 Outcome 19 Effective Engagement - ***Commitment to developing deeper understanding of resident perception, trust, and engagement:*** We have an existing commitment to enabling greater involvement by residents, businesses, and other stakeholders in decisions about local issues. This runs through several of our objectives in the existing Borough Plan and the Resident's Engagement Pledge. It is also reflected in multiple recommendations made by the Fairness Commission. The commitment to greater participation is reflective of public opinion. Recent research from the Residents' Survey demonstrates a latent appetite for greater involvement in decision making in the Borough. Only 23% of residents overall agreed with the statement 'I feel like I am able to influence decisions made by my local Council'. However, 50% of residents overall agreed

with the statement 'I would like to get more involved with decisions made by my local council'.

- 4.7.5 Since May 2021, our commitment to our participation agenda has acquired a new impetus. The Leader announced early on that co-production and co-design would be a 'lynchpin' of the administration. Across the Council, the foundations for a mainstreamed, genuinely corporate approach to participatory practice are being laid. Some examples of this foundational work include; The Haringey Way, The Community Framework, and Haringey Connects. Building on this preparatory work, over the course of the next 6 months, officers will work with members, and the public to develop a strategic approach to participation. This approach will be embedded as part of the new Haringey Deal.

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>