

Report for: Cabinet 19 September 2023

Title: Corporate Delivery Plan Performance Update

Report

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Ward(s) affected: All

Report for Key/

Non Key Decision: Non-key

1. Background

1.1. The Corporate Delivery Plan (CDP) was agreed by Cabinet on 17 January 2023. Following this the Council have introduced a new approach to performance management and tracking progress against the commitments made in the CDP. This will allow residents and others to easily track the Council's delivery under the eight themes.

1.2. Haringey's Corporate Delivery Plan sets out our organisational delivery plans for the first two years of the administration (up until April 2024). The Delivery Plan includes the outcomes we are working towards as an organisation; the activity planned to deliver these outcomes; how we will work to deliver it; and the key delivery dates. The plan is organised around the following themes:

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

1.3. To get a more rounded view of progress, we are tracking both delivery of activity, and overall change towards achieving each intermediate outcome – not reporting solely on metrics or key performance indicators as we have in the past.

1.4. There are 171 individual lines (intermediate outcomes) in the Corporate Delivery Plan. Leads (i.e., named Assistant Directors) and their teams have been asked to provide updates on each of the 171 lines. This is a self-assessment of progress based on set criteria against two items: delivery of activity and achieving the intermediate outcome.

1.5. A Red Amber Green (RAG) status approach to measurement has been used. The self-assessment criteria also involve tracking metrics, where available, to

evidence achievement and direction of travel, in some cases progress towards meeting set targets. Appendix 1 sets out the criteria and definition for the assessment of RAG status against both activity and intermediate outcomes. A Red RAG status is not a sign of failure but reflects our ambition to be transparent about some of the challenges and areas where we are unable to evidence progress towards the intermediate outcome at this stage.

- 1.6. Appendix 3 shows the updates relevant to the 171 outcomes as specified in the Corporate Delivery Plan.
- 1.7. Appendix 4 contains high level summaries provided by Directors which aim to aid understanding of the key successes and challenges being seen in the last period.
- 1.8. In addition to the arrangements that have been put in place to monitor the delivery of the Corporate Delivery Plan detailed in this report, new arrangements have been introduced by central Government in the form of an Office for Local Government (Oflog). The stated purpose of Oflog is “to provide authoritative and accessible data and analysis about the performance of local government and support its improvement.” They are initially publishing metrics on three areas of activity relevant to Haringey – waste management, adult’s services, and finance. The data can be viewed at www.oflog.data.gov.uk

2. Cabinet Member Introduction

- 2.1 In November 2022, we launched the Haringey Deal – our commitment to build a more collaborative relationship with residents. As part of that relationship, we want to be fully transparent about the work we are doing, our successes, and also the areas where we need to do more.
- 2.2 We are determined to get the basics right. We won’t do that by hiding what hasn’t gone well or keeping discussions about what’s hard to ourselves. We need to be open and honest about the challenges we face and how we plan to overcome them. In our Corporate Delivery Plan (CDP) - and this report on our progress delivering it - we are ‘showing our working.’
- 2.3 Across everything we need to do to build a fairer, greener borough, we’ve tracked our progress this year and given a RAG (red-amber-green) rating to show how far we’ve come. There are appendices including the detailed breakdown of our targets and the progress we have made on each. For accessibility, there is another appendix with a high-level summary across the eight themes and the report highlights the areas that require improvement, as well as some of the areas where we are doing well.

3 Recommendations

- 3.1 Cabinet is asked to note the high-level progress made against the delivery of the commitments as set out in the Corporate Delivery Plan as at the end of June 2023.

4 Contribution to Strategic Outcomes

4.1 Effective performance monitoring of the Council's progress towards achieving the outcomes in the Corporate Delivery Plan is fundamental to understanding impact and a means to measure progress on what we are delivering against what we said we would do i.e. The change we expect to see over the next 18-month period.

5 Statutory Officers comments

Director of Finance

A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the council's priorities and statutory duties. This is made more critically important than ever because of the uncertainties surrounding the wider economic outlook, the implications of which are being seen in the Qtr1 financial forecast overspend. A range of actions are being taken forward to manage down this forecast, some of which may have direct consequences on the original timeframe for delivering the Corporate Delivery Plan outcomes. Where this is the case, these are referenced in the report. However, it remains crucial that the Council views both the CDP and its financial management and planning in tandem to ensure that there remains informed decision making, and the optimum outcomes are delivered.

Legal

The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report. Local Authorities are under a general duty to secure continuous improvement in the way in which its functions are exercised. There are no specific legal implications arising from this report.

Equality

The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

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

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

When creating the Corporate Delivery Plan equalities was treated as a cross-cutting strategic objective whereby we sought to include activity and metrics that

would monitor inequality impact. This progress report covers the position at Quarter 1. The report highlights where progress has been made and identifies outstanding challenges to delivery.

CDP outcomes concerning new or changing policies or services will undergo individual equalities analyses before formal decision-making processes. Where delivery faces challenges, steps are being taken to address these including where potential negative equality implications may have been identified.

6 Use of Appendices

Appendix 1: Definitions and criteria for RAG assessments

Appendix 2: At a glance summary of progress on intermediate outcomes by Theme

Appendix 3: Progress update against 171 outcome lines in the CDP.

Appendix 4: Director performance review summaries

7 Performance Progress Overview

7.1 This paper provides an update on progress on the delivery of the Corporate Delivery Plan. It is the first report looking at progress on an exception basis under the 8 Themes and is accompanied by an appendix which shows the RAG rating, direction of travel and some commentary evidencing the progress made in the last 6 months. Updates reflect the position at the end of Quarter 1 (July 2023) and will be formally reported on a six-monthly basis.

7.2 On the whole good progress is being made across all themes and 171 outcomes with 47% of outcomes rated as Green and a further 40% rated Amber. At the end of July, 15 outcomes (9%) have been specified as needing attention and not currently on track to achieve the specified outcome (Red).

7.3 An at-a-glance view of progress across the 8 themes is summarised in Appendix 2. This illustrates the proportion of outcomes within each theme that are Red, Amber or Green given that some themes have larger numbers of outcomes attached to them than others.

8. Exceptions by theme

8.1 Theme 1. Resident Experience, Collaboration and Participation

Some highlights:

Outcome: *Through adopting the Haringey Deal resident voice will be at the heart of decision making*

Although this outcome is currently rated AMBER, learning from Wood Green Voices and other high quality engagement projects is being actively collated and shared across the council via the Leadership Network and the Participation

Network. This learning is shaping practise in particular in our understanding of how to most effectively engage with residents who are too often overlooked. Further work is needed to develop monitoring mechanisms for progress against long-term metrics of success.

Outcome: *Residents, businesses and partners experience a more usable, accessible, and enhanced digital service offer*

Our digital offer has begun to improve with the launch of new website pages, including a centralised page for the main online portals. A new back-office system is also being delivered in customer services. We will be introducing a 'chat bot' in late October helping residents gain easier access to services and information.

The trial 'beta' version of some new sections of the Haringey Website was launched in June 2023.

Outcomes: *Establish and develop a range of informal and formal opportunities and governance arrangements for young people to actively influence the design and delivery of services and All residents have a range of inclusive ways to participate and influence decisions that matter to them*

Alongside the range of existing informal and formal opportunities for young people to influence what we do; the Special Education Needs youth forum is now up and running.

An online Haringey 'engagement hub' has been procured and will go live in October providing residents with a one-stop-shop for finding out about opportunities to get involved and have their voices heard.

Outcome: *Staff across the council will have the tools and guidance to deliver high quality consultations which are representative of all our communities*

New consultation guidance has been drafted and launched to support high quality consultation practise. This is in addition to a new participation framework. This has been disseminated via internal communications channels.

Some challenges:

Outcomes: *Improved process for positive resident feedback and Improved complaints handling processes*

There is an existing process for collecting resident compliments, which we have been reminding staff about via internal communications, as well as promoting as part of the new internal Complaints Forum. However, we have had to prioritise our work on improving complaint handling, hence the Red RAG status. As a result, we have made great progress in managing the volume of complaints and especially those that go to the Ombudsman, though there is still more work to do to improve the quality and timeliness of responses. This is subject of considerable organisational focus.

However, we are still doing some work on positive resident feedback. For instance, our Think Haringey First (THF) award nominations were launched on 26th July, which will pick up internal compliments from staff. We plan to resume our work on the recording of compliments during the next period, including with further Internal Communications to promote logging resident compliments with the corporate feedback team when the THF staff awards are launched.

8.2 Theme 2. Responding to the Climate Emergency

Some highlights:

Outcomes: *Increased green canopy in identified canopy-deficient wards of Haringey (in the east) and increased tree planting on Haringey estates*

Tree Canopy – Having successfully obtained a grant from Defra, the Council has been able to increase the resources in the council's tree team. The new Urban Forest Project Officer will take the lead on all council and community tree planting.

In addition to the normal 395 standard street trees, the council would normally plant in a season, this year one new Tiny Forest (600 saplings) and a new woodland has been created in partnership with Marlborough Highways (400 saplings).

Outcomes: *Build Community Awareness and Empowerment on carbon reduction and climate mitigation and Increased community participation in urban greening projects*

Although the intermediate outcome on community awareness has not yet been achieved activity is on track to deliver with 7 projects funded from 13 bids submitted between November 2022 and January 2023. Following review by officers and community leaders work is due to be completed in Summer 2023. Batch 2 of the School Streets programme will be delivered in September 2023, giving the Council 36 School Streets in Haringey.

In addition to current initiatives around meadows and ancient woodlands a new Small Greenspaces Officer has started work on a two-year project to brighten up the forgotten bits of greenspace in the borough – codesigning these works with residents.

Outcome: *Reducing dumping and environmental crime and Improved energy efficiency in the PRS*

Although the intermediate outcome reducing dumping and environmental crime has not yet been fully achieved there has been lots of activity to support this goal including the issuing of fixed penalty notices (FPNs).

In Quarter 1 there were 544 FPN's issued for waste related offences, and we are awaiting the outcome of prosecutions cases listed for court at the end of August. There has been a 5% reduction in dumped waste reports in Quarter 1 when compared to Quarter 4. The service has a 'Wall of Shame' which is updated monthly, and fortnightly appeals and enforcement success stories are publicised.

The improved energy efficiency objective is being achieved through the Council's Selective property licensing scheme which became operational on 17th November 2022 and is a five-year project aiming to bring about property improvements to the private rented stock which fails the legal minimum energy efficiency standards. Although this project is still in its infancy it has a target to ensure at least 90% of all privately rented homes with an EPC of F&G are improved to at least an E. An officer has just been recruited to identify those failing properties and to work with landlords to improve their energy efficiency standards to meet the overall performance target.

Outcome: *Greater Resident Input into Waste Services design*

We have been actively working with residents on service design including the waste services engagement activities earlier this year, and more recently the development of a litter behaviour change campaign. Our engagement work earlier in the year saw us shortlisted for the national Local Authority Recycling Advisory Committee (LARAC) annual recycling awards under the 'partnership category.

Some Challenges:

Outcomes: *Improved air quality and road safety around schools*

Although scoping out implementation of the green pollution barriers project is happening following Cabinet approval, progress has been paused due to budget pressures hence the current Red RAG rating against this outcome.

Outcome: *All council run schools to be Net Zero by 2041*

The delivery of Net Zero in the school's estate is being progressed via multiple initiatives but there is risk attached to achieving the intermediate outcome.

The Council continues to work with the consultants who oversee the Mayor of London's Retrofit Accelerator – Workplace programme. The consultants have analysed the existing 'carbon performance' of the estate and provided two scenarios for investment – one to maximise the reduction in carbon emissions, the other to make a significant, but less costly, improvement. This data can now be used to prioritise sites and inform future funding submissions.

The Council aims to develop a bid for properties where solutions are already identified for a future round of the Public Sector Decarbonisation Scheme.

School condition improvement projects need to demonstrate that solutions will specifically improve the Net Zero Carbon performance of school buildings going forwards. For example, roof replacement works will prioritise improving insulation to reduce energy costs as much as weatherproofing as part of their specification, and alternatives, such as ground-sourced heat pumps to gas-fired boilers will be prioritised for heating works.

Outcome: *Decentralised Energy Network (DEN)*

The delivery date for the DEN is 31 December 2023 with the aim being to provide the community with affordable low carbon heat through a Decentralised Energy Network (DEN). Work continues towards a final business case now expected in 2024.

This work will include a review of the outline business case given external factors including higher borrowing costs, construction inflation, energy market volatility and technological assumptions in the scheme. Whilst this review is necessary it does raise the risk that the scheme will not be delivered or that it will be delayed.

Outcome: *By April 2023 all non-housing property leased out must achieve and EPC rating of 'E' or better and further enhanced energy ratings by 2027 and 2030 with all properties reaching EPC 'C' by 2027 and 'B' by 2030*

All EPC's have been received and uploaded onto the Asset Management database. Using new information to review the list, we have 40 on the Haringey Procurement Contract System portal and are awaiting two suppliers to register for the next batch of EPC Surveys.

8.3 Theme 3. Children and Young People

Some highlights:

Outcome: *Autism assessment waiting times for children are reduced and there is an improved support offer for families whilst they are waiting*

The autism assessment waiting times have improved especially for children 0–5-year-olds where the target is to reduce from c39 to 35 weeks. April data shows slight improvement reflecting higher demand.

Outcomes: *An increased number of families from underrepresented groups are benefitting from the free childcare entitlement resulting in better early years outcomes and More parents are aware of, and take up, our local school holiday offer, particularly from those who would benefit most from this provision*

The take up of the free childcare entitlement has risen to 79% for 3- and 4-year-olds – this is the highest it has ever been, and this improvement reflects the work we have done to promote the offer to communities where take up is lower.

The local school holiday offer was promoted widely with 5000 community holiday booklets delivered to more than 100 sites in Haringey, including schools and other key community sites. Schools ordered a total of 8182 tickets/codes to give to families to book onto holiday activities for Easter.

Outcomes: *The numbers of young people aged 16 and 17 whose education, employment and training status are unknown is reduced and An increased number of young people are meeting educational attainment goals*

There has been a reduction in the number of young people whose education, employment or training status is unknown. At the end of June, it was 1.5% (80 young people) compared to 2.6% (143 young people) at this point the year before. Support from schools and the multi-agency network has led to the improvement.

In 2022, 70.6% of Haringey children achieved a Good Level of Development in Early Years, higher than the London and National figure. At Key Stage 1, 58.5% of our children achieved expected standards compared with the London figure of 58.6% and nationally 53.4%. Attainment at Key Stage 2 was 64.6%, this was just below London (66.1%) and above national figures (58.9%), but at KS2 we saw the biggest drop in the percentage achieving expected standards for Turkish/Kurdish pupils and White British pupils. At GCSE the 'attainment 8' figure for Haringey was 50.5 against a national figure of 48.8.

Some challenges:

Outcome: *More vulnerable parents are receiving the help they need in their children's early years via sustained home visiting*

The early years outcome with sustained home visiting has been rated RED due to the number of parents recruited to the Maternal Early Childhood Sustained Home visiting (MECSH) programme being well below expectation. The provider commenced implementation in 2022, the expectation is that the service should work to recruit at least 20 families within a year – to date only 4 have been recruited. Whittington Health report that further training has been provided to relevant staff groups, and a plan is in place to improve uptake.

8.4 Theme 4. Adults, Health, and Welfare

Some highlights:

Outcomes: *Working with migrant, asylum seeking and refugee residents to deliver on the objectives set out in Haringey's Welcome Strategy*

Work to support our migrant and asylum seeking and refugee residents continues with good progress made. This quarter we have:

- Increased the number of VCS organisations we are collaborating with to support vulnerable migrants in Haringey
- Successfully bid for an additional £30k to support our Hong Kong BNO residents with integration in Haringey and £23k from the GLA for the provision of ESOL with creche facilities
- Prioritised registration with GPs and schools for any newly arrived family and our primary care and schools and learning colleagues have been collaborative and swift in ensuring new residents are registered as quickly as possible
- Held a number of events including a successful event during refugee week event in June with over 100 residents in attendance
- Continued to raise awareness of the importance of being a welcome borough, including at July's Full Council where a motion was passed restating our commitment.

Outcome: *Improved access by ensuring residents receive holistic support in their local area and Improved mental wellbeing.*

A range of projects are underway within the Healthy Neighbourhoods Programme to address health inequalities across Haringey.

Healthy Neighbourhoods is a multi-agency collaboration between NHS, primary care, Council and VCSE partners, working with under-served communities living in the east of the Borough. Its intention is to co-design and deliver a range of preventative and planned care solutions to improve health, well-being, and life chances.

A total of 21 projects are underway, delivered by a range of VCS partners and grassroots organisations under the following themes.

- Ensuring Best Start in Life (largely focussed on childhood weight management, healthy eating, and speech and language):
- Improving Prevention, Diagnosis and Management of Acquired long-term conditions (kidney disease, cardiovascular disease/hyper-tension and COPD);
- Improving mental well-being and encouraging people to come forward for help, particularly focused on younger people from non-White British ethnic backgrounds;
- Supporting Vulnerable People including those with severe & multiple disadvantage and those with sickle cell disorders, to recognise even within deprived communities, there are individuals who have greater need.

The overall programme is progressing well with an evaluation due by the end of the year.

The council is promoting a wide range of digital and in-person services to support residents with their wellbeing. Information about support and wellbeing initiatives is available on the Great Mental Health resources hub: <https://www.haringey.gov.uk/social-care-and-health/health/public-health/mental-health-and-wellbeing/great-mental-health-haringey/mental-health-resource-hub>

Some challenges:

Outcome: *A reduction in levels of violence against women and girls (VAWG)*

There are two outcomes around reducing the levels of VAWG, one in public health around awareness raising and support and one from a safer borough perspective around reducing the rate of domestic abuse. Both outcomes have been rated AMBER this quarter.

Haringey Council works with different organisations and partners across Haringey to raise awareness of the issue of VAWG and the support services which are available. Haringey continues to expand the services for residents and has a strong service offer. For example, we have commissioned specialist organisations such as IMECE which provide BAME Specialist Independent Domestic Violence Advisors (IDVAs) and GALLOP who provide LGBTQ+ Specialist Independent Domestic Violence Advisors (IDVAs). We have also

commissioned NIA to provide a specialist KIDVA service to support children who have been affected by domestic abuse. We will continue to focus on reducing inequalities and improving access to services for victims of VAWG through ongoing council social media and campaigns such as 16 days of action in November 2023. Further information is available on the councils VAWG webpage.

It is important to note that raising awareness of VAWG, increased reporting of VAWG and better access to local services could increase the numbers of VAWG figures overall in Haringey which is what the figures show for Quarter 1.

- Number of homelessness approaches for domestic abuse in quarter 1: 84 compared to 51 approaches in quarter 4
- Income generated to fund VAWG work in the Borough 23/25: £582,000
- Number of specialist services for survivors with protected characteristics = specialist commissioned services: 11 up from 5 as at quarter 4.
- Number of single adults accessing supported housing and other housing support interventions, including as an alternative to temporary accommodation in the quarter = 35 compared to 48 in quarter 4.

8.5 Theme 5. Homes for the Future

Some highlights:

Outcome: *The Council will continue to deliver more council homes for council rent*

The Housing Delivery Team has already surpassed the target of achieving 1,800 starts on site before May 2024. The current 'Starts on Site' total is 2,027.

To date 5 Bespoke Homes have been completed and occupied, a further 17 have been allocated at Walter Tull House and will be occupied later this year as will 2 further homes at Watts Close. 8 further Bespoke Homes at the Chocolate Factory will also be occupied by May 2024 making a total projected number of bespoke homes completed by May 2024 to be 32.

Of Housing Delivery schemes that received planning permission (taken to mean resolution to grant planning) since May 2022, 37% are 3+ bed homes. This is a significant achievement given how challenging it is to fund the delivery of family sized homes.

Outcome: *Provide reliable customer-focused services that we, our tenants and leaseholders can be proud of*

Significant progress has been made around the improvement of the Council's housing services with the agreement of the Housing Improvement Plan alongside additional investment in the service. Early progress which has been made includes improved performance in respect of the Council's compliance responsibilities (for example electrical safety certification) and increasing the number of void units which are available to let through undertaking necessary

repairs. Following the insourcing of Homes for Haringey, the Council has implemented a strengthened set of arrangements to ensure that the resident voice is central to all our housing services. A recent exercise has led to 45 resident volunteers signing up to become part of our resident panels to help us co-design services, strategies and policies as well as testing and giving feedback on the level of service which they are receiving.

Outcome: *There will be an improvement in the Quality of the Private Rented Sector*

We are proactively targeting landlords within the selective property licensing designation area, which we believe to be privately renting without the appropriate license. Intelligence held on the private rented sector is being used to target those property owners. Enforcement action will be taken against landlords who fail to license.

9,772 selective licenses have been received up from 9,158 in the previous quarter, against a target of 19,423 by April 2024.

Some challenges:

Outcome: *Further development of supply options to support the avoidance of temporary accommodation where possible but ensuring the quality of Temporary Accommodation supply when needed.*

Use of Bed & Breakfast (B&B) is a last resort, however there are more families in B&B compared to the last period. A B&B elimination Plan is being developed to avoid and ultimately end use of B&B's but challenges remain. B&B use has been necessary largely due to the lack of available nightly paid accommodation. When supply does not meet demand there is no option but to use B&B accommodation.

Outcome: *There will be a decrease in rough sleeping in the Borough*

This outcome has shown a negative direction of travel this quarter. The data around rough sleeping is as follows:

- Number of people rough sleeping within Haringey: 91
- Number of rough sleeping preventions: 35
- Number of people rough sleeping following hospital discharge or prison release: 1
- Unique visitors to Mulberry Junction: 326
- People supported into accommodation off the street: data for this measure will be available in quarter 2.

The number of people rough sleeping in the borough has increased. This mirrors trends seen across London and is exacerbated by economic factors such as the cost-of-living crisis, lack of supply of affordable accommodation and changes to immigration policy. Despite this, prevention of 'return to the street' remains strong, and we have seen significant increases in attendance at Mulberry Junction, our day centre service for people who are experiencing rough sleeping.

8.6 Theme 6. Safer Borough

Some highlights:

Outcomes: *Improved visibility, perception, transparency, understanding and confidence in enforcement services and Improved Street lighting*

Progress on these outcomes has been RAG rated Green as on track to deliver. Weeks of Action are currently being delivered on a monthly basis as part of a rolling programme across the borough. 7 weeks of action have taken place since November 2022. Bruce Grove, Wood Green, Crouch End, Tottenham Hale, Muswell Hill, Northumberland Park, Turnpike Lane/Green Lanes. Over 1,000 members of the public and 100+ businesses have been engaged to date.

On street lighting the LED upgrade programme is completed and renewal of aged street lighting columns is progressing on programme. The rollout of the new Central Management Street lighting scheme is complete, with some technical teething problems being ironed out before the system is brought into full operation.

Some challenges:

Outcome: *Public confidence in the Police is improved, particularly for young black men*

Much of the work around public trust and confidence is in development and is aligned to several internal and external workstreams such as the Met Police Service (MPS) Turnaround Plan (www.met.police.uk/notices/met/the-turnaround-plan-More-trust-Less-crime-and-High-standards). Additionally, Stop and Search work is ongoing with a focus on contextual safeguarding for Young People under the age of 18 who have been stopped by the police.

8.7 Theme 7. Culturally Rich Borough

Some highlights:

Outcomes: *Increase in resident, cultural sector and community collaboration and participation in arts & culture and The council will have a more fully developed vision for the role of arts, culture, and heritage in the borough.*

The first outcome has been rated Green as there has been significant activity to promote the importance of culture and heritage by delivering activities and celebrations - e.g., Black History and Women's History month. Together with Alexandra Palace, external funding has been secured to develop a programme for young people to train as curators and deliver cultural events such as concerts at Wood Green library - part of a new programme "Library Lates".

On the second outcome an internal strategic board has been established, chaired by the director of Culture Strategy and Engagement. Work has commenced on the development of a culture strategy – working with the culture sector. A culture

strategy working group chaired by the Cabinet Member has also been established.

8.8 Theme 7. Placemaking and Economy

Outcomes: *Existing businesses are supported to be resilient and adapt to a challenging and rapidly changing trading environment and Increased new business creation activity and business growth, with a focus on minority-owned business*

A business support programme was designed to support 100 existing businesses and that target has been met. There is a separate target to support 100 start-ups and 91 have been supported to date. Of those 200, we had a target to provide intensive support to 50 businesses and that support has started and is ongoing for those 50.

The programme is also run for businesses and those are continuing to provide support and networking opportunities. The current programme has achieved its outputs early and work is underway to extend the programme and in addition provide additional place-based support with an initial focus on the Seven Sisters area.

The second outcome has been rated Green as we have a Start Ups and Entrepreneurial Support programme. Grant applications and bid writing support in the form of masterclasses and 121 support has also taken place, with access to professional networks.

Outcome: *We will support more residents to access temporary employment opportunities within Haringey Council*

25 people were assisted into temporary employment opportunities in Q1 23/24, so we are on target to achieve the 2023/24 target of 80 people accessing temporary employment. Our Haringey Works Temporary Employment Service continues to support recruitment managers to access temporary staff from local people.

Outcomes: *Support to provide higher level training and upskilling in Key sectors and A joined-up, collaborative approach to employment & skills provision in the borough*

- To date 519 participants have been engaged and supported of which 419 were unemployed / inactive participants, and 99 employed in low paid work.
- 212 have gained employment (128 sustained for 26 weeks), and 13 have progressed to higher paid work.
- 403 have achieved one unit or more at NVQ L3 (333 unemployed, 70 employed). NLPC have been successful in meeting the targets for unemployed but were behind target on the 'in work' targets, as they are restricted to working with people in construction, Health & Social Care, and Childcare. This project is now complete, and the project met all targets for the programme. The final report will be available by end July 2023.

We continue to work with Job Centre Plus, Employment and Skills providers, and other services to implement “No Wrong Door” approach in Haringey and ensure our residents can access the most appropriate support according to their needs and circumstances.

Outcomes: *Greater community input into shaping the future of Wood Green and Renewal of Bruce Grove Town Centre*

This Wood Green programme was about strategic engagement and has now been completed. Wood Green Voices finished in March 2023, with ongoing engagement to continue.

The Shaping Wood Green document is the result of Wood Green Voices and was approved in Cabinet in April 2023.

There has been successful community engagement on “Your Bruce Grove” through a mix of methods. Commonplace engagement has seen their highest ever engagement on the portal. Key engagement stats show that we reached out in person to 900+ people, had 4,000 visitors to the website, 1,300+ contributions online and 60+ attending the workshops.

Outcome: *Investment in new infrastructure to support Tottenham residents in leading better and healthier lifestyles with improved green and open spaces and access to Lea Valley and Nature Reserve*

Delivery is continuing across Streets & Spaces and Green & Open Spaces projects. A Cabinet decision was taken on Down Lane Park and funding position confirmed, with co-design and delivery progressing well.

Some challenges:

Outcome: *A revitalised Cultural Quarter (CQ), with a cultural anchor and protected affordable workspace*

The Cultural Quarter is one of the 5 placemaking areas which were launched as part of Shaping Wood Green and engagement on this will commence in the next 6 months. In addition, a Cultural Quarter Transport Study is currently underway, to be completed Quarter 2 23/24. A Cultural Quarter Feasibility/inward investment strategy timeline is to be defined over the summer with a CQ engagement forum to be established by Quarter 3 to support the CQ plan.

Outcome: *New employment and workspace provision in the Town Centre, with focus on social value Improved public realm in Wood Green*

Workspace capital project feasibility work has been completed, however next steps have yet to be determined.