

Report for: Cabinet 12 March 2024

Title: Corporate Delivery Plan Performance Update-Quarter 3

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Ward(s) affected: All

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

1. Describe the issue under consideration

1.1 This report provides the final regular update on the Council's progress against the actions outlined in our Corporate Delivery Plan 2022-24.

2 Cabinet Member Introduction

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

2.2 We could hardly have had a tougher context on which to deliver our plan – record inflation, rising interest rates, a recession, a cost-of-living crisis, a housing crisis and completely insufficient funding from central government.

2.3 Despite all this, the following report highlights some genuine progress across all 8 themes. The overall picture shows that only a tiny handful of commitments are rated RED with the vast majority now GREEN. This is an incredible achievement. It is particularly heartening to see the progress in tackling climate change including the planting of trees, supporting walking and cycling and improving energy efficiency. It is also great to see progress in children's services including around promoting the take up of childcare and holiday activities and in supporting families with disabled children.

2.4 However, it is important that we are transparent about where progress has slowed or has not been what we would want it to be. These areas are also detailed below.

- 2.5 We have begun the process of developing our next Corporate Delivery Plan which will run for the final two years of the administration. This will be brought to Cabinet in June.

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 December 2023.

4 Reasons for decision

Not applicable

5 Alternative options considered

- 5.1 Not reporting: This would not allow us to track progress against outcomes that we are committed to in our Corporate Delivery Plan as outlined in section 7.

6 Background information

- 6.1 This paper provides an update on progress on the delivery of the Corporate Delivery Plan. This is the second 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 3 (January 2024).
- 6.2 On the whole good progress is being made across all themes and 169 outcomes with 57% of outcomes have been rated as Green up 10 percentage points since Quarter 1 and a further 37% rated Amber. At the mid-January 2024, 3 outcomes (1.8% compared with 9% as at Q1) have been specified as needing attention and not currently on track to achieve the specified outcome (Red). In addition, 7 outcomes (4%) have been reported as completed.
- 6.3 The trend data shows positive progress between Quarter Q1/Q2 and Q3 with 44% showing an improved direction of travel (DOT) and 53% remaining unchanged. Only 3.6% of outcomes have demonstrated a negative direction this quarter down from 7.3% as at Quarter 2.
- 6.4 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.
- 6.5 The Corporate Delivery Plan (CDP) was agreed by Cabinet on 17 January 2023. Following this the Council introduced a new approach to performance management and tracking progress against the commitments made in the

CDP. This allows residents and others to easily track the Council's delivery under the eight themes.

- 6.6 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
- 6.7 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.
- 6.8 There are 169 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 169 lines. This is a self-assessment of progress based on set criteria against two items: delivery of activity and achieving the intermediate outcome.
- 6.9 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.
- 6.10 Appendix 3 shows the updates relevant to the 169 outcomes as specified in the Corporate Delivery Plan.
- 6.11 Appendix 4 contains high level summaries provided by Directors which aim to aid understanding of the key successes and challenges being seen in the last period.
- 6.12 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.” The data can be viewed at [Home - Local Authority Data Explorer - GOV.UK](#)

6.13 The following is a summary of some areas of good performance and some challenges. These are divided by the themes under which they appear in the full Corporate Delivery Plan Outcomes in Appendix 3:

6.14 **Exceptions by theme**

6.15 **Theme 1. Resident Experience, Collaboration and Participation**

6.16 Some highlights:

6.17 **Outcome: Residents receive a more targeted, tailored, and equitable service offer thanks to the council's improved knowledge of our communities** (GREEN and improved direction of travel)

6.18 An initial programme of work to build our knowledge of the borough and our communities has been completed although work will continue to enhance and promote the insight available. The Knowing Our Communities hub brings together the latest Census data, state of the Borough analysis, data analysed at a ward level and other data sources e.g. the Resident’s survey to build a granular picture of our communities, their needs, and their views. This insight material is readily available to officers, Members, partners, and the community and continues to be accessed and used regularly as a resource for assessment of evidence and an understanding of what the data tells us about our communities and where they are in the Borough.

6.19 **Outcomes:**

- **All residents have a range of inclusive ways to participate and influence decisions that matter to them** (GREEN and improved direction of travel) and
- **Residents experience consistent service standards, with inclusion across all channels and adaptations and enhanced support for those that need it including the launch of the Engagement Hub** (AMBER and improved direction of travel)

6.20 The launch of the Haringey Engagement Hub in November is an important milestone in supporting residents to participate in opportunities to influence decisions. The aim is to provide a one-stop-shop for residents which has all our consultations and engagement opportunities on it. The software that powers the HUB will also support the next steps for some other key activities in this area including future participatory budgeting activities and work with citizens panels.

6.21 Although the second outcome has been rated Amber, it has an improved direction of travel representing the progress made on reviewing end-to-end service in different areas of the council to build a picture of what needs to change. To improve our consistency of service, we have launched a new CRM in customer service, and fully trained 80 staff members to deliver it. We have launched a case

viewer workflow for financial support and customer service and are currently launching further processes for housing and case viewer for housing services.

6.22 Some challenges:

6.23 **Outcomes:**

- **Improved process for positive resident feedback and**
- **Improved complaints handling processes-** (AMBER with improved direction of travel)

6.23 Internal work has been undertaken to improve the collection and analysis of compliments made about the work of our staff to ensure it is more comprehensive. In addition, staff who received a formal compliment were automatically considered for a Think Haringey Staff Award.

6.24 A refreshed focus on complaint handling begun in October 2023. While progress has been made in managing the volume of complaints and especially those that go to the Ombudsman, there remains much more work to do to improve the quality and timeliness of responses, reduce the number of escalations to stage 2 and reduce the number of referrals to the Ombudsman that are subsequently upheld.

6.25 Overall, this line has therefore been rated with an improved Amber status for Q3 although there is a significant work still to be done.

6.26 Theme 2. Responding to the Climate Emergency

6.26 Some highlights:

6.27 **Outcome: Increased tree planting on Haringey estates** (GREEN and improved direction of travel)

6.28 We are now working with Trees for Cities (TfC) on two new landscaping projects on housing land which are funded by a TfC grant. There are two projects, one based at John Keats House and Commerce Road, and one based at Waltheof Gardens. Between both projects there are approximately 16-18 trees being planted in addition to other new greening, subject to design and consultation with residents. This will be confirmed once the designs are received from TfC. This represents an improved direction of travel with this outcome complemented by the on track green RAG rating against the increased green canopy in canopy- deficit wards.

6.29 **Outcome:**

- **Reducing dumping and environmental crime and**
- **Improved energy efficiency in the PRS** (GREEN and improved direction of travel)

6.30 There has been improvement on both of these outcomes with both now RAG rated Green as at Q3. There has been lots of activity to support this goal including the issuing of fixed penalty notices (FPNs) and a reduction in reported fly tips.

6.31 In Quarter 3 the following notices were issued:

- 169 Business Waste Notices
- 80 Business Waste FPN's
- 109 Household FPN's
- 86 Littering FPN's
- 2 Wall of Shame updates
- 10 enforcement appeal / good news stories
- 10 Data driven fly tipping hot spots monitored enforcement action

6.32 In Q2 there were 561 FPN's issued for waste related offences accompanied by an approximate 4% reduction in dumped waste & in Q3 there were 511 FPN's issued for waste related offences alongside an additional 3% reduction of reported fly tips within the borough. Work continues to bring down environmental crime in the borough with the outcome from 7 prosecutions expected to be available for publication in Quarter 4.

6.33 The improved energy efficiency objective is also RAG rated Green with an improved direction of travel. This is a 5-year project which started in November 2023 aiming to target privately rented properties which fail the legal minimum energy efficiency standards. An officer has been recruited to identify those failing properties and to work with landlords to improve their energy efficiency standards to meet the overall performance target.

6.34 231 Landlords of property that have been rented with a non-compliant energy performance certificate have been written to formally. Landlords who chose to not respond to written communication or who fail to comply may have enforcement action taken against them.

6.35 **Outcome: Work towards Achieving the GLA 50% recycling target (AMBER with improved direction of travel)**

6.36 Haringey's reduction and recycling plan outlining activities over the next two years is now available. A waste strategy is also being developed for Haringey's new waste services and how they will contribute to destination 50%. Haringey's Waste and Recycling Team have successfully bid for funding for a Boroughwide kerbside collection service of small electricals. This will help to ensure residents have a greater level of recycling options for small electrical waste, which is one of the UKs fastest growing waste streams.

6.37 Outcomes:

1) Reduced casualties and

2) safer road network in Haringey (GREEN and unchanged direction of travel)

6.38 Delivery of the Road Danger Reduction Programme approved by Cabinet in early 2023 is underway but although progress is being made, substantial additional funding will be needed to help meet Vision Zero targets of no deaths or serious injuries on Haringey roads by 2041. Analysis has been completed on traffic and speed information gathered for all roads currently not subject to 20mph. Solutions to decrease speeds will be consulted upon in 24/25 when funding is confirmed. A number of consultations have been completed and decisions taken in Q3 for speed

reducing measures and zebra crossings, with some delivered and some being delivered in Q4. Q4 will also involve further decisions with implementation of similar schemes, all aimed to help achieve commitments to vision zero by 2041.

6.39 Road Danger Reduction Action Plan measures identified in 2022/23 and 2023/24 are due to be delivered by April 2024 with further roads consultation and programme delivery for 24/25 subject to funding.

6.40 The latest available data on road casualties shows that there were 864 reported road casualties in Haringey in 2023 of which 5 were fatal representing a decrease of 16% from the previous year. The average number of road casualties per 100,000 population was 308 in 2023, lower than the London average of 333. Haringey had the 14th highest number of road casualties among the 33 London boroughs in 2023 but the overall trend is an improving one since the introduction of 20mph speed limits and the £3.5 million investment in traffic safety measures including new crossings and speed restrictions. Haringey's road safety data including an interactive casualty summary with breakdowns of type of casualty etc. has been published and can be accessed here: [Transport for London unveils data tool on road accidents and deprivation | UKAuthority](#).

6.41 Some Challenges:

6.42 **Outcome: Decentralised Energy Network (DEN)** (RED and decreased direction of travel)

6.43 The original delivery date for the DEN set out in the Outline Business Case was 31 December 2023. Work towards a Final Business Case has paused to enable an 'in-flight' review. This is in the context of significant external factors including higher borrowing costs, construction inflation, energy market volatility and technological assumptions in the scheme.

6.44 **Outcome: Implementation of a Corporate Property Model to maximise council and community benefit from the council's property portfolio** (AMBER and unchanged direction of travel)

6.45 The budget consolidation process for corporate assets is progressing. A programme of accommodation review workshops with service areas commenced autumn 2023. A collaborative approach continues between the service delivery team and Capital Projects and Property to review the waste and park depot sites and inform the asset strategy. A concerted effort is afoot to populate the property asset system to ensure property information is held in one place. Resource for implementation stage continues to be a challenge hence the amber rating against this outcome.

6.46 **Outcome: Reduction in idling of cars** (AMBER and unchanged direction of travel)

6.47 The Clean Air Schools Capital Project is currently paused as part of a wider review of organisational Capital spend. This has meant no work has been undertaken on this since late spring. This work stream is intended to deliver an

Anti-Idling Programme around our schools, that could be replicated across the borough but requires investment in signage, administration and enforcement that is not built into the Council's core budget.

6.48 Enforcement officers continue to engage with drivers during Weeks of Action with positive results.

6.49 **Theme 3. Children and Young People**

6.50 Some highlights:

6.51 **Outcome: Our early years local offer to all parents and families is improved, providing clear information, advice and guidance easily accessible** (GREEN)

6.52 Our Early years local offer has been reviewed, updated, and published on our website and social media channels and we continue to work with partners to deliver our Early Years strategy. We are making good progress on our priority for more children to take up their free early year's entitlement. In quarter 3, the percentage of children accessing the free entitlement for both the 2-year-olds (74%), and 3- and 4-year-olds (84%) is the highest it has ever been. Preparation is also underway to introduce the new childcare expansion offer. This new expansion of childcare entitlement for working parents of 2-year-olds from April 2024 will support families to return to work and to be able to afford childcare.

6.53 **Outcomes:**

- **Parents and carers increasingly feel they are recognised as equal partners in developing and delivering SEND services and**
- **Children with SEND are supported to thrive and achieve the best educational outcomes and health and care packages.** (GREEN and improved direction of travel)

6.54 Robust mechanisms are in place for parents and carers to be engaged in a range of developments within the SEND system, influencing decision making and delivery of services. There are over 3,000 subscribers to the SEND newsletter which helps keep parents informed and there continues to be good improvement around support for children with SEND to thrive and achieve the best educational outcomes and health and care packages.

6.55 There has been improvement in the completion of Education, Health, and Care plans with a provisional 81% completed in 20 weeks in 2023 and with samples audited evidencing robust education, health, and care packages. The percentage of annual reviews completed on time has also improved to 60% but is still an area of focus for improvement. This ensures children's needs are assessed at regular intervals so that they receive the support they require to achieve positive outcomes.

6.56 Parents and carers increasingly tell us they feel engaged throughout the referral and assessment process. Data shows the number of positive experiences has increased. We are also active participants in co-production meetings with schools

and parents, as well as engaging regularly and collaboratively with the Parent & Carer forum.

6.57 In February 2024, the Council was subject to an Ofsted inspection of SEND with inspectors on site for 2 weeks. The outcome of the inspection should be published shortly.

6.58 As at Q3 these outcomes were RAG Green both with an improved direction of travel.

6.59 Some challenges:

6.60 **Outcome: More vulnerable parents are receiving the help they need in their children's early years via sustained home visiting** (AMBER and unchanged direction of travel)

6.61 On this outcome our priority for more children to achieve health and wellbeing outcomes through the Healthy Child programme has seen improvements in the Health Visiting service up to 91% in Q3. However, there has been no change in number of vulnerable parents receiving support through our Maternal Early Childhood Sustained Home Visiting (MECSH) programme and progress has been slow in relation to workforce issues impacting on provision. The MECSH programme requires health visitors to undertake additional home visits to families with identified vulnerabilities that place the child at risk of poorer health and development. Commissioners continue to work in partnership with our provider to increase the uptake of eligible parents receiving this programme.

6.62 **Theme 4. Adults, Health, and Welfare**

6.63 Some highlights:

6.64 **Outcome: Improved access by ensuring residents receive holistic support in their local area.** (GREEN and improved direction of travel)

6.65 A range of projects are also underway within the Healthy Neighbourhoods Programme to address health inequalities across the east of Haringey Healthy Neighbourhoods is a multi-agency collaboration between NHS, primary care, Council and VCSE partners on behalf of the Haringey Borough Partnership, working with diverse under-served communities living in the east of the Borough to address health inequalities. Its intention is to co-design and deliver a range of preventative and planned care solutions to improve health, well-being and life chances.

6.66 A total of 23 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 focussed 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.

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

6.68 **Outcomes: A reduction in overall debt in the Borough and fewer residents entering debt.** (AMBER with an improved direction of travel)

6.69 We have had some success in better supporting residents in financial hardship through major data-led campaigns to increase benefit take-up, for example securing over £1.9m in unclaimed Pensioner Credit for 368 households equating to £22.7 million over their lifetime.

6.70 Local data on unclaimed benefits in Haringey is being used as a basis for new take-up strategies with an Income Maximisation Delivery Group established in October 2023 to plan activity to further this aim and manage the use of data to target campaigns and communications effectively at residents. Haringey Here to Help is a one-stop-shop for information and support for residents alongside our Financial Support Team.

6.71 The Government's Household Support Fund (HSF) has also been distributed using data to target those groups most in need. 7,671 households were identified for payment of vouchers as part of HSF phase 5, these were distributed before Christmas and as of 29 December over 80% have been cashed equating to a total spend of just short of £750,000.

6.72 Some challenges:

6.73 **Outcome: Improved mental wellbeing and a decrease in the stigma around mental health.** (AMBER and unchanged direction of travel)

6.74 The council is promoting a wide and strong range of digital and in person services to support residents with their wellbeing. We are promoting a host of evidence based and co-produced digital mental health services such as KOOTH, NHS GO and Good Thinking which provide culturally tailored resources to help people from diverse communities to maintain good wellbeing and access support when needed. 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>

6.75 Haringey created the innovative and ambitious concept of a Great Mental Health Day in 2021. It now takes place annually and has now become a London wide Day which is supported by the Mayor of London. It is held every January.

6.76 A schedule of activities took place for Great Mental Health Day 2024 on Friday 27th January. There are a range of diverse events taking place leading up to and after Great Mental Health Day both in Haringey and in London.

6.77 Nevertheless, improving mental well-being and the stigma surrounding mental health issues remains a challenge so this outcome has been rated Amber as at Quarter 3.

6.78 **Outcome: Greater use of leisure centres and parks, by a wider section of the community, to help everyone pursue and maintain a healthy lifestyle – (AMBER with unchanged direction of travel)**

6.79 Following the Cabinet's decision in December 2023 to change the management and provision of leisure services from a contracted service to one directly provided there has been some positive progress in repairs to the Tottenham Green leisure centre swimming pools with the teaching pool re-opening and the recommencement of swimming lessons. Additionally, progress continues with other parts of the building including the main pool with a full re-opening looking realistic in Q4.

6.80 Increasing activity levels remain challenging due to continued closure of Tottenham Green Leisure Centre (as at the end of the period) and intermittent closures of Park Road Leisure centre. However, the Holiday Activity and Food Programme was a success over the Christmas period.

6.81 **Theme 5. Homes for the Future**

6.82 Some highlights:

6.83 **Outcome: Our council homes will be of a higher quality-** (AMBER with improved direction of travel)

6.84 Work to improve the quality of Council Homes is being undertaken under a Housing Improvement Plan agreed at Cabinet in April 2023. Positive progress on improving the quality of homes includes:

6.85 A new Asset Management strategy approved by Cabinet in December 2023 that sets out our plans to bring all council homes up to the Decent Homes Standard by 2028 and deliver energy efficiency and decarbonisation measures to support the Council's ambition for a net zero borough by 2041.

6.86 From April 2023 to the end of November 2023, we have brought 1170 homes up to the decent home's standard, exceeding the target of 1000 homes that we agreed with the Regulator of Social Housing for this year.

- 6.87 Our performance against our key building safety and compliance indicators (fire, gas, electrical, asbestos, lifts, and water hygiene) has been strong across the year, which is helping to ensure residents live in safe and well-maintained properties.
- 6.88 Our repairs service has brought in additional staff to respond effectively to the high volumes of repairs needed to maintain our housing stock, including specialist staff to respond to complex cases including damp & mould and disrepair.
- 6.89 While repairs and voids performance has improved since the start of the year overall, in relation to the repairs and voids backlogs, the industrial action has had an impact on recent performance in these areas.
- 6.90 The year-to-date figure for repairs satisfaction is 81.9% at the end of December 2023, an improvement on the position at the end of September.
- 6.91 The number of pre-April 2023 backlog voids has been reduced from 366 in May 2023 to 163 at the end of December 2023.
- 6.92 There is a long way to go to deliver everything in the Housing Improvement Plan, but progress is being made that justifies an AMBER rating.
- 6.93 **Outcome: Provide reliable customer-focused services that we, our tenants and leaseholders can be proud of.** (GREEN and unchanged direction of travel)
- 6.94 Our Tenant Satisfaction Measure survey for 2023/24 has been launched in January 2024 and will complete in March 2024, which will allow an updated assessment of customer satisfaction on our work to provide reliable customer-focused services.
- 6.95 As part of the Housing Improvement Plan positive progress against this aim includes:
- We have recruited approximately 60 residents to the governance structure that is overseeing our Housing Improvement Plan, and they are helping to ensure our service improvement work is in line with resident's needs.
 - We have drafted an Estates & Neighbourhoods strategy that is being shared with our Resident Voice Panel and this will help ensure our work on estates is in line with residents' requirements.
 - We are recruiting additional Estates staff to support the launch of a deep cleaning programme that will improve the quality of cleaning on estates.
 - We have set initial meetings up with residents to begin our review of our sheltered accommodation service.
- 6.96 Some challenges:

6.97 **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.** (RED with improved direction of travel)

6.98 The use of commercial hotels is a last resort. Levels of demand and lack of supply have meant however that numbers of families in B&B although stabilized remain high. A detailed plan to eliminate the use of commercial hotels is in place. This includes a wide range of activities centered around 'move on' and development of alternative accommodation. Although the direction of travel is rated 'improved' the intermediate outcome remains RAG rated Red owing to the on-going challenges in this area.

6.99 **Outcome: There will be a decrease in rough sleeping in the Borough** (AMBER but with decreased direction of travel)

6.100 This outcome on rough sleeping has been allocated a negative direction of travel as the metrics reflect a continued rise in the number of people facing homelessness in the borough, mirroring patterns seen across London.

6.101 The increase can be attributed to a combination of factors, including the escalating cost of living, insufficient affordable housing, and recent changes in immigration policy. Additional contributing elements include unemployment, mental health issues, and the impact of substance abuse. Despite these multifaceted challenges, our efforts in preventing homeless residents from returning to the streets remain strong and effective and we have seen significant increases in attendance at Mulberry Junction, our day centre service for people who are experiencing rough sleeping. As such achievement against this outcome has been rated Amber for this quarter, an improvement from the Red status at Q2 but reflecting the on-going challenges in this area.

- Latest single night figure: 48 (same as last quarter)
- Number of rough sleeping preventions: 32 vs 35 as at Quarter 1
- Number of people rough sleeping following hospital discharge or prison release: 1 (same as last quarter)
- Unique visitors to Mulberry Junction: 327 or 1016 in the year
- People supported into accommodation off the street: data for this measure will be available in quarter 4.

6.102 **Theme 6. Safer Borough**

6.103 Some highlights:

6.104 **Outcome: Strategic approaches to both vulnerable young people and community safety more broadly are refreshed** (GREEN and unchanged direction of travel)

6.105 The Community Safety Strategy 2023/2027 and Action Plan are on track hence RAG rated Green for this period. The Strategy is due to go through the democratic process and will be taken to Cabinet and Full Council in March 2024. In addition,

the Young People at Risk Action Plan for the next 3 years with a new key performance indicator framework has now been developed, with a launch planned with mechanisms in place to evidence impact. A Youth at Risk network with partners has also been established.

6.106 **Theme 7. Culturally Rich Borough**

6.107 Some highlights:

6.108 **Outcomes:**

- **Increase in resident, cultural sector and community collaboration and participation in arts & culture &**
- **Celebrating and inspiring will enhance Haringey's cultural reputation and profile in London.** (GREEN and improved direction of travel)

6.109 Building on previous actions and the appointment of two experienced joint directors for Culture and Creativity in Quarter 3 we have delivered a number of creative projects which on an on-going basis seek to increase participation in arts and culture:

- Delivering the Haringey Feast Legacy Programme, ensuring that the positive impact will continue to resonate with and engage local residents, creatives and communities. Activities include- networking events; archiving and oral history projects; showcasing opportunities for creations and artists; creative projects for communities to take part in; and the repurposing of artworks created for the Haringey Feast.
- Building on previous actions, collaborations continue with local artists and community groups to co-design and co-produce creative programming i.e. WHM, LGBT+ HM etc

We have:

- Delivered creative projects directly engaging young people such as Library Lates and supported the work of Haringey Creates, the borough's Cultural Education Partnership
- Supported the continuation and creation of local networks – Haringey Creates, Culture Network, Culture Strategy Steering Group (Internal and External).
- Developed walking trails, celebrating and highlighting our community heritage and stories of activism, innovation, entrepreneurialism and local pride.

6.109 We have significantly increased our activity and profile of Haringey's culture work, with the successful delivery of the Haringey Feast in November 2023 and a high level of engagement to support development of Haringey's first Culture Strategy in twenty years. This will come forward in spring 2024 for approval, pending the outcome of our bid to be London Borough of Culture 2027. In terms of celebrating and inspiring to enhance Haringey's profile there are some visible activities that contribute to this:

- The Haringey Feast took place on the 19th November at Alexandra Palace and was a resounding success. This included:

- 230 creatives taking part
- over 1500 unique art and craft items produced
- at least 200 creative skill-sharing workshops held in schools, libraries, care homes and more across the borough
- 92 volunteers supporting the programme
- 41,183 visits to our website
- Haringey Feast social media impressions exceeding 155,640, and
- A unique opportunity to showcase the creativity of all things Made by Haringey!
- Work has focused on the successful delivery, support and co-ordination of boroughwide creative programming which contributes to London-wide events such as Open House, National Windrush Day and Black History Month. And others. These reflect our communities. There were over 600 events in Haringey this year, engaging thousands of residents and visitors, delivered by over 500 local cultural organisations, artists and venues.
- According to Open House stats, 71% of their attendees visited a Haringey building/space for the first time due to festival; over 31 Open House events, a 21% increase from last year
- The Culture team have submitted bids to national funding schemes, including:
 - an ambitious bid to become London Borough of Culture 2027. The bid's artistic programme Rebel Borough is rooted in showcasing the borough's history of innovation, activism and creativity.
 - a successful application to the Museum Estate and Development Fund (MEND), which is now being delivered, and
 - a consortium bid to ACE to continue the work of Haringey Creates, our local Cultural Education Partnership

6.110 **Theme 7. Placemaking and Economy**

6.111 Some highlights:

6.112 **Outcome: Major estate Regeneration programmes (Broadwater farm; High Road West) deliver broader socio-economic benefits at scale** (GREEN and improved direction of travel)

6.113 Considerable progress has been made in respect of some of the Council's major regeneration schemes including High Road West in North Tottenham. The Council successfully defended a judicial review in relation to the decision to grant planning permission for the scheme, which is the largest regeneration scheme in Haringey's history. This paves the way for the Council to progress and deliver the benefits of the scheme including a new park, Library and 500 new Council homes.

6.114 **Outcome: Haringey is a place where hate crime is never tolerated but challenged, reported, and dealt with appropriately.** (GREEN and improved direction of travel)

6.115 Progress continues with the development of the Hate Crime strategy. Now that the consultation period has ended, the feedback is being reviewed and compiled

into an evaluation report. The evaluation report, along with the draft strategy, is scheduled for presentation at the March Cabinet meeting with the strategy formally presented to the Full Council for ratification.

6.116 The Hate Crime Delivery Group and Tensions Monitoring group remain active. In Q3 the team delivered a successful week of activity to support National Hate Crime Awareness Week. This included face to face engagement sessions, workshops, and community meetings. In Q3 a total of 200 individuals were engaged on hate crime topics via training, briefings, presentations, and workshops.

6.117 The latest data on hate crime shows an increase in hate crime incidents including a significant rise (62%) in antisemitism reports over the last year to October 2023. Reports of Islamophobia also increased (41%) in the same period whilst there was a 5% increase in hate crime overall between September 2022 and October 2023.

6.118 Due to the ongoing conflict between Israel and Hamas, a noticeable sense of tension and unease has arisen within our borough and among our communities. Haringey remains committed to providing unwavering support to its communities, with a focus on enhancing community resilience during these challenging times. Numerous additional resources and interventions have been put in place since the conflict began, with a strong emphasis on collaborative efforts with both the police and the community.

6.119 Graffiti and flyposting relating to the conflict within the borough has increased in recent months, in response an updated Service Level Agreement (SLA) for removal in collaboration with Veolia has been established.

6.120 Some challenges:

6.121 **Outcome: A revitalised Cultural Quarter (CQ), with a cultural anchor and protected affordable workspace** (RED and unchanged direction of travel)

6.122 The Cultural Quarter is one of the 5 placemaking areas which were launched as part of Shaping Wood Green. Officers are currently focused on Wood Green Central and work on the Cultural Quarter will resume in due course. Engagement with stakeholders in the Cultural Quarter will take place in 2024.

6.123 As work on this outcome remains paused it remains Red as not achieved as at the quarter 3 reporting period.

7 Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?

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

8 Carbon and Climate Change

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

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

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

Finance

9.1 A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the council's priorities and statutory duties. This is made more critically important than ever because of the challenging economic and social environment, the implications of which have translated into the 2023/24 budget overspend forecasts reported to Cabinet in each of the 3 finance update reports to date. A range of actions are being taken forward to manage down this forecast before year end, some of which may have direct consequences on the original timeframe for delivering the Corporate Delivery Plan outcomes. This new Corporate Plan will also need to be alive to the financial implications surrounding the development of the 2024/25 Budget and associated MTFS. The local government sector is under extreme financial pressure currently which makes it even more crucial that the Council views both the CDP and its financial management and planning in tandem to ensure that there remains informed decision making, and the optimum outcomes are delivered, whilst being mindful and transparent about any restrictions this might have on outcomes.

Procurement

9.2 Strategic Procurement notes the contents of this report and continue to support directorates in delivering the CDP through procurement activity where applicable. There are no specific procurement related issues arising from this report.

Head of Legal & Governance

9.3 The Assistant Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report. Local Authorities are under a

general duty under Section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. There are no specific legal implications arising from this report.

Equality

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

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

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

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

9.7 When creating the Corporate Delivery Plan equalities was treated as a cross-cutting strategic objective whereby the Council sought to include activity and metrics that would monitor inequality impact. This progress report covers the position at Quarter 3. The report highlights where progress has been made and identifies outstanding challenges to delivery.

9.8 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.

10 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 169 outcome lines in the CDP.

Appendix 4: Director performance review summaries

11 Background papers

- 11.1 Corporate Delivery Plan <https://intranet/about-council/corporate-delivery-plan-20232024>
- 11.2 Corporate Delivery Plan dashboard & progress against outcome lines <https://view.monday.com/1264792280-962ba066a572dc54f505a60362282374?r=euc1> including activity <https://haringey.monday.com/boards/1140244633/views/6263567>