

# Appendix 1- Q1 2025/26 Corporate Delivery Plan Progress Report

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## Theme 1 Resident experience and enabling success

### KPIs

- **Number of complaints upheld by the Local Government and Social Care Ombudsman per 10,000 population**

*RAG: Red, Direction: Negative*

**Progress:** The Ombudsman investigated 61 complaints and 53 were upheld (87%). Adjusted for Haringey's population, this is 20.2 upheld decisions per 100,000 residents. The average for authorities of this type is 9.1 upheld decisions per 100,000 residents. See also activity updates below and note that local, more up to date performance monitoring on complaints is showing improving trends. The annual complaints report is a separate report on the agenda for Cabinet on 16 September and summarises trends over the last year.

## Theme 1 Opportunities for residents to participate in decision-making.

- **Development and launch of an online participation knowledge hub, including internal case studies to support communication and embedding of participation skills and knowledge.**

*RAG: Green, Direction: Improved*

**Progress:** The Knowledge Hub is now available on the intranet <https://intranet/communications/participation/knowledge-hub> and will be promoted internally to support capacity for use of participatory methods, skills and knowledge.

- **Supporting continued development of fully inclusive engagement practice to ensure digital and physical engagement is representative of Haringey's population.**

*RAG: Green, Direction: Improved*

**Progress:** This important work will be underpinned by the creation of a new Power BI dashboard based on all digital engagement responses via the Haringey Engagement Hub (hosted by the Commonplace platform). The dashboard will support the whole organisation to take a data driven and insight-led approach to

building representation in resident engagement, targeting resources for physical engagement where most needed. The dashboard will be created by an officer undertaking an external data apprenticeship and the insights generated will support the development of the organisation's engagement practice, via a new resident participation officer role.

### **Theme 1 - A supported and enabled workforce**

- **Redesign mandatory eLearning to have a bespoke Haringey focus.**

*RAG: Green, Direction: Improved*

**Progress:** Action completed

### **Theme 1 - Excellent resident experience**

- **Feedback Improvement Plan:**

*RAG: Green, Direction: Unchanged*

**Progress:** New case management system (Infreemation) launched in April 2025. Despite initial triage issues, the Information Commissioner's Office acknowledged prior improvements and expects continued progress.

- **Ombudsman Complaints Code:**

*RAG: Green, Direction: Unchanged*

**Progress:** The new Ombudsman Complaints Code has been implemented. The annual self-assessment is due in September 2025.

- **Reduce demand to Customer Services in the core service areas (Housing, Parking, Benefits and Council Tax).**

*RAG: Amber, Direction: Improved*

**Progress:** Reducing demand for Customer Services requires projects that remove failure points, and digital transformation to enable increased customer self-service. These projects are part of the scope of the Service Modernisation programme and a "Resident Experience dashboard" is being developed to track the projects underway. Customer Services will also continue to work with the high-demand services to highlight avoidable demand that needs a service-led remedy.

## Theme 2 Responding to the climate emergency

### KPIs

- **Incidents of fly-tipping**  
*RAG: Red, Direction: Negative*

**Progress:** The Q1 data shows 4,408 incidents of fly tipping which is higher than the number recorded at the end of Q4 (4,268) or any quarters in 2024/25. Teams have been working to proactively identify fly-tips and check that rubbish is put out at the right time. These actions may account for some of the increase in fly-tips observed in the last quarter, the numbers are being monitored alongside enforcement actions taken where appropriate.

### Theme 2 - A cleaner, low waste Haringey

- **Enhanced environmental enforcement, including targeted deployment (Monday – Sunday) of proactive litter & waste enforcement patrols in town centres and hot spot locations across the borough.**  
*RAG: Green, Direction: Improved*

**Progress:** It is still early days (due to payment terms and conditions in terms of payment rate calculations) but the contract performance is largely on track. Updates on performance are being provided to all Councilors on a quarterly basis by ward.

## Theme 3 Children and young people

### KPIs

- **Rate of first-time entrants into the Youth Justice System per 100,000 total population**  
*RAG: Red, Direction: Negative*

**Progress:** The latest rate of first-time entrants is 277 per 100,000 children in the borough. This is an increase of 14% from the previous year which is an increase of 8 children from the previous year. The Council will be undertaking a deep dive of the first-time entrants' cohort to better understand the increase and inform future planning.

### Theme 3 - Happy childhoods

- **Deliver two further Family Hubs: identify sites, agree service delivery model which has a close alignment with Localities and Community Hubs.**

*RAG: Green, Direction: Improved*

**Progress:** All four Family Hubs are now open (South Tottenham, Northumberland Park, Wood Green and Muswell Hill) and 2,350 children, parents and carers (1,038 families) have accessed the Family Hubs since the first one opened in July 2023. The Family Hub within the Eric Allin Centre is moving to Park Lane Children's Centre in late July due to scheduled buildings work that is taking place.

- Activity levels are increasing; however, communication and engagement activities will be the focus of the next quarter.
- A new Parenting "Surgery" is starting at each hub. There is an informal space for parents to consult family practitioners, health visitors, DWP, housing advice and other professionals.
- National Literacy Trust support has been secured which brings additional resources, training sessions on early language and home learning environment.
- Communications team is considering accessible branding and social-media guidelines; one-to-one support for partners on colour schemes, translations (e.g. Spanish flyers)
- Increased cross-team collaboration is happening across the Hubs (perinatal mental health, parent-infant psychology, health visiting)

### Theme 3 - Successful futures

- **Develop Education Strategy to close the gaps in attainment between pupils.**

*RAG: Green, Direction: Improved*

**Progress:** An update is planned to Cabinet in September. The communications team has developed a campaign to support the launch of the strategy which will place a clear emphasis on addressing attainment gaps/disparities with particular attention given to Black Caribbean pupils, English as an additional language (EAL) learners, and Turkish/Kurdish pupils.

## Theme 4 Adults, health and welfare

### KPIs

- **Percentage of people in adult social care extremely or very satisfied with the service/ support they receive and**
- **Percentage of adult social care clients reporting to have a good quality of life.**

*RAG: Red, Direction: Negative*

**Progress:** Both these metrics are derived from an annual prescribed Adult Social Care survey and on which Haringey's results have not been comparatively good historically with only 57% of respondents stating that they were extremely or very satisfied with the service or support they receive. The next survey is scheduled to be completed in January 2026.

### Theme 4 - Secure and resilient lives

- **Review and update the Carers' Strategy.**

*RAG: Green, Direction: Improved*

**Progress:** A series of Carer co-production workshops, face to face and online were held throughout May 2025. The workshops focused on co-producing priorities and shaping key actions. The resulting Carers Strategy has been drafted to reflect all co-production and evaluation activities to date. The communications team is currently supporting the design and presentation of the final document.

Governance and approval of the Strategy have included presentation to the Adult Social Care Improvement Board and to Health colleagues, with final review scheduled for Cabinet in October 2025 following the Health and Wellbeing Board.

A Carers Strategy working group will be convened following the publication of this strategy. The group will engage a diverse range of carers, all of whom will receive training and support to be meaningfully engaged. The working group will develop a detailed action plan and will oversee the implementation of the Carers Strategy, reporting into the Health and Wellbeing Board, the Borough based Partnership, the ASC Improvement Board and the Adults and Health Scrutiny Panel.

## Theme 5 Homes for the future

### KPIs

- **Repairs fixed right first time**

*RAG: Red, Direction: Negative*

**Progress:** Performance on this metric declined from 92.1% in Q4 to 88.7% at the end of Q1 with potential that this may decline further in the next quarter before it improves. In total, 9,147 out of 10,310 repairs were fixed on the first visit.

#### **Theme 5 - Building high-quality, sustainable homes**

- **Prepare a strategy on the future needs of housing for older people in Haringey**

*RAG: Green, Direction: Improved*

**Progress:** Engagement and codesign were completed in April 2025. A new chair of the steering group has been in place since June 2025. An evidence review is ongoing in advance of formulating a draft strategy for December Cabinet, followed by formal consultation January to February 2026, and adoption by Cabinet in March 2026.

- **Building new council homes**

*RAG: Green, Direction: Unchanged*

**Progress:** Current Programme is for 3,204 new homes of which 3,189 are Council Rent (6 shared ownership in our first Scheme in 2020 and 9 private sales at Cranwood, Muswell Hill). There are 2,500 homes with planning consent, 2,125 start on site approvals and 721 completions on 14th June 2025 with a further 330 completions expected by 31st December 2025. Key performance indicators, targets and milestones are being met with a positive direction of travel.

#### **Theme 5- Improving social housing and the private rented sector**

- **Deliver an Affordable Energy Strategy.**

*RAG: Green, Direction: Improved*

**Progress:** The Council has been earmarked £1.4m for Fuel Poverty Measures from the GLA's Warmer Homes Local Programme. This is alongside Public Health Funding for minor / urgent interventions.

Since this is long-term funding (over the next 3-4 years) delivery of fuel poverty workstreams including meeting HECA requirements, and managing the GLA / London Councils Fuel Poverty Fund (Warmer Homes Local) will be key in the design of the emerging Affordable Energy Strategy that is required by the Government.

- **Deliver our Decent Homes programme.**

*RAG: Green, Direction: Improved*

**Progress:** As at Q1, 518 homes have been made decent against a target of 987 for 2025/26 so on track against performance metric. New internal and external works programmes will be on site in the year, and works are continuing to the Noel Park Pods.

#### **Theme 5- Reliable, customer-focused resident housing services**

- **Undertake a full review of all policies relating to our tenants and leaseholders in our role as their landlord.**

*RAG: Green, Direction: Improved*

**Progress:** The housing strategy and policy team are continuing a review of priority policies and strategies relating to tenants and leaseholders. Residents are being engaged and feeding into the development of the policies and strategies. Policies approved at April's Cabinet are as follows: Asbestos Safety Policy, Electrical Safety Policy, Fire and Structural Safety Policy, Gas and Heating Safety Policy, Lift Safety Policy, Water Hygiene Policy and Access for Emergencies, Safety or Welfare Policy.

A Tenancy Management Policy and Tenancy Strategy are currently being consulted on with the plan to take both to October Cabinet for approval. A Clear Communal Areas Policy and Garage Allocations Policy are due to go for Cabinet Member signing in September. The ASB Policy and Good Neighbourhood Management Policy are being drafted.

- **Deliver our Housing Improvement Plan (HIP).**

*RAG: Green, Direction: Improved*

**Progress:** The Housing Improvement Plan continues to report as green overall with the majority of the original HIP items completed from the first plan by March 2025 (phase 1). The Housing service has moved to focusing on delivering the new Housing Inspection improvement plan created following the mock inspection in 2024, with delivery of this having commenced in 2025 (phase 2).

For Housing Management, the Domestic Abuse Housing Accreditation work planned for 24/25 has been completed, and 2025/26 actions include developing and launching a training programme for staff alongside work to improve procedures and processes.

For Repairs, positive progress continues to be made with the introduction of a new service structure and the development of a new voids management policy and process which is now going through the governance and sign-off process. Time has been rated Amber due to extensions needed on a number of items from the first plan although slippage of the repairs KPI against target should also be noted.

## Theme 5 - A reduction in temporary accommodation

- **Acquire 150 new homes to use as high-quality temporary accommodation or other non-secure housing.**  
*RAG: Green, Direction: Decreased but Green and positive DOT on metric*
- **Number of households in temporary accommodation**

**Progress:** The quarter start has been strong, with 23 properties completed to date and a further 40 individual street properties going through conveyancing. A 29-home block purchase is for completion in July, and the Council has successfully identified several block purchases totaling over 100 homes that should be completed this calendar year.

The internal and external grant funding for the acquisitions has been secured. Additional resources may be required within the team. There were 2,682 households in temporary accommodation at the end of Q1, a slight decrease of 31 households from the previous period showing a positive direction of travel and green status on the KPI. Consideration must be given to the fact that there is a continuous in-flow of households into TA so maintaining a reduction is challenging.

## Theme 6 Safer Haringey

### KPIs

- **Total count of criminal offences per 1000 population**
- **Domestic abuse offenses per 1000 population**  
*RAG: Both Red, Direction: Negative*

**Progress:** The total count of criminal offences per 1000 population is 26.6. The count of all criminal offences in Q1 rose by 855 (12.7%) over the previous quarter and is at its highest level since the start of 2024/25. The majority of offences and indeed the ones with the largest increases in Q1 were in the categories of theft and violence against the person although a number of categories showed an increase compared with data as at Q4.



**Progress:** The number of Domestic Abuse offences reported to the Met Police increased from 720 in Q4 to 771 in Q1 and the rate per 1000 population at 2.7 is its highest this year albeit remaining below the 24/25 baseline of 3.3.

#### **Theme 6 - A reduction in violence against women and girls (VAWG)**

- **Create a VAWG and housing pathway that supports all teams in both internal housing and external domestic abuse services.**

*RAG: Green, Direction: Improved*

**Progress:** The pathways process is in development alongside the proposed training plan. There is active planning in progress for us to deliver the minimum requirements to ensure relevant front-line teams receive the training.

- **Develop a new training offer to raise awareness and support professionals and residents in accessing the diverse VAWG services available**

*RAG: Green, Direction: Improved*

**Progress:** The Public Health VAWG team has worked with key partners in the Haringey Safeguarding Children's Partnership, Children's Services, the Haringey Safeguarding Adults Board, and LBH Housing to commission a small essential training programme for 2025/26. In this offer, the local workforce now has access to 13 half-day sessions on identifying and responding to coercive control, 6 half-day sessions on the DASH RIC risk assessment tool, and 3x 2-day training courses specifically for Children's Services staff to improve safe and effective responses to Haringey families affected by domestic abuse. The training started in July 2025 and evaluation data received is already demonstrating positive impacts on workforce understanding and attendees' plans to improve practice.

An e-learning module on Domestic Abuse (DA) for all council staff is currently in its final stages of development and will be available on MyLearning once completed and approved.

A Domestic Abuse Housing (DAHA) Accreditation process is being undertaken which requires Council staff to be trained in domestic abuse. A small working group is developing the training programme to meet the breadth of training needs required by both the DAHA accreditation process and the Council's DA policy.

Haringey has a range of diverse VAWG services available to residents, including

Independent Domestic Violence Advocates (IDVAs) who provide holistic victim-centred support, and refuge which provides safe accommodation for victims and children who flee their homes. Q1 data on access to services will be available in the next update.

### Theme 6 - A reduction in hate crime

- **Provide multiple avenues for reporting by collaborating with community organisations and third-party reporting services, to enhance reporting processes.**

*RAG: Green, Direction: Improved*

**Progress:** The Council continues to engage with key faith groups and stakeholders who face ongoing risks around hate crime and discrimination. The Council has worked with partners to encourage and increase community confidence in reporting all forms of hate crime in line with strategic objectives. In the last quarter there was a Hate crime forum and a multi-Faith forum. The Council has attended several key external meetings with faith groups, attended key internal meetings with the Muslim and Jewish faith groups and continue to encourage community leaders to promote the recognition of early reporting of any form of hate crime.

### Theme 7 Culturally rich borough

#### Theme 7 - A cultural infrastructure to be proud of

- **Working alongside key partners to develop a Libraries Strategy**

*RAG: Green, Direction: Improved*

**Progress:** on track with significant engagement with residents, young people, Friends Groups and others, and a public consultation underway – strategy to be considered by Cabinet in January 2026 and will include individual Library Development plans for each library, co-produced with Friends Groups. Discussions are underway with Adult Social Care and Public Health about co-location and the use of library spaces by other partners and services.

#### Theme 7 – An inclusive approach to Arts and Culture participation

*RAG: Green, Direction: Unchanged*

**Progress:** Work to co-produce creative events with communities is continuing and growing. For Windrush Day, the Council worked with over 30 groups and fostered new partnerships.

For South Asian Heritage Month programming, the Culture team worked with groups across the borough, to ensure organisations and artists with South Asian heritage are engaged in co-designing the programme.

Improved exhibition spaces resulting from the Bruce Castle Capital Works restoration programme have been completed and launched. New gallery spaces are now open to the public and will showcase more heritage and art collections reflecting the borough's communities.

The Culture team supported the delivery of the Gather programme, and particularly oral history training for attendees to work within their communities to gather oral histories.

## **Theme 8 Place and economy**

### **Theme 8 - Building an inclusive economy**

- **Produce evening and night economy plans for our key regeneration areas, with an initial focus on Wood Green.**

*RAG: Green, Direction: Improved*

**Progress:** Publica have completed the study, and the Council is in possession of the final version of a plan. The recommendations enable and support Haringey's year as the Borough of Culture in 2027 and have been shortlisted. An internal review is underway and recommendations and options to take forward will be discussed with members.

- **Adopt a Social Value Policy.-**

*RAG: Green, Direction: Improved*

**Progress:** New Social Value Policy expected to be presented to Cabinet in Autumn 2025.

- **Develop and deliver new sector work plans focusing on growth employment sectors including Green, Construction, Health and Social Care and Creative industries.-**

*RAG: Green, Direction: Improved*

**Progress:** The Inclusive Economy team have developed draft sector plans for the Green, Construction, Health and Social Care and Creative industries which will inform an Opportunity Haringey refresh, taking account of recent national and regional policies such as the London Growth Plan. Next steps are to engage with officers across the Council.

## **Theme 8 - Shaping Tottenham**

- **Deliver Your Bruce Grove Placemaking Delivery Programme.**

*RAG: Green, Direction: Improved*

**Progress:** A consultation and engagement exercise on an emerging scheme design was undertaken in May & June 2025. This included drop-in venues and pop-up stalls being provided alongside letters and digital media to both inform and engage the public for their feedback. A phased delivery of the scheme has been scheduled with the first public realm improvement works currently underway onsite at Chesnut Road in Bruce Grove that was completed in July 2025 except for a small amount of soft landscaping including tree planting which will be done at the start of autumn.

The former Bruce Grove Public Conveniences has now secured a tenant with an opening date for the new café that will operate from the premises to be confirmed for the Summer of 2025. Heritage repairs and improvement to St Marks church (that includes five shopfronts facing onto the High Road) is due to complete in the summer of 2025.

- **Deliver Tottenham Hale Placemaking Programme – Current Phases.**

*RAG: Amber, Direction: Improved*

**Progress:** Ferry Lane Bridge Link planning application was approved on 2 June, and progress is being made to deliver the scheme. A period of statutory and public engagement will follow over the coming months, with commencement of works expected to start in early 2026.

The Council is engaging with residents and Community Design Group regarding delivery of the new Community hub and garden and landscape improvements. The Council has committed to the community to work with them to look at ways to

deliver key services during the current time and until the new facility is in place, which is likely to be Spring 2027.

Following the successful completion of phases 1 and 2 of Down Lane Park, the Council look forward to seeing if it will be celebrated in the LDN Business Awards, having been shortlisted in the “Placemaking, Heritage & Culture Award category”. The Council is supporting ‘Berol Collaborative’, a new workspace in Berol Quarter, that includes opportunities for Made By Tottenham and space for local entrepreneurs and community groups.

With Chesnut Road and Ashley Road streetscape works, and The Colourway scheme completed, the Council is focusing on delivery of landscape improvements at the Paddock nature reserve, with work due to start after the summer holiday. The management of these landscape improvements will be undertaken by the Conservation volunteers under a new lease.

Officers from Placemaking, Housing and Community Safety have been working together to enhance security and reduce fly tipping around Fairbanks Road, as well as finalise the streetscape works with removal of the compound.

The Council continues to engage with local stakeholders, to enhance Tottenham Hale station’s forecourt and wider public realm, so that it can provide an attractive, safe and welcoming entrance to Tottenham that will be important in the lead up to the London Borough of Culture and Euros, and as a legacy for the community of Tottenham following this. This includes a mapping of services, community groups and activities that will help Shaping Tottenham outcomes, such as creating healthier, greener, safer environments, and supporting local entrepreneurs and businesses to thrive, and support employment growth in the area.

## **Theme 8 - Shaping Wood Green**

- **Improvements to Wood Green Common and Barratt Gardens.**

*RAG: Green, Direction: Improved*

**Progress:** Works remain on programme other than the completion of the Multi Use Game Area (MUGA), which will now be in August. A launch event for the play area and outdoor gym and the MUGA is currently planned for Tuesday 9th September with Members having been invited.