

# Appendix 2- Q3 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:** Ombudsman reports are only published annually and the last one available pertains to 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. An annual complaints report was presented to Cabinet on 16 September summarising trends over the last year.

Significant work continues across the council to improve our complaint handling this includes targeted collaboration with key service areas to support and drive improvement; better management information and sharing of good practice across teams. This has led to sustained improvements in the timeliness of stage one complaints during the period in question. However, we are not yet seeing the full benefits including reductions in upheld rates at stage two and Ombudsman. During 2025 we have implemented a new case management system which will be a foundation for improved performance and is now fully operational across the council. We are also in the process of bringing in additional staff resources to tackle bottlenecks. A revised improvement plan will be in place before the end of the financial year to guide and prioritise our actions in 2026/7.

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

- **Roll out and whole organisational take-up of Digital Engagement Hub for consultation and wider online engagement activities.**
- *RAG: Green, Direction: Unchanged*

**Progress:** There were 2952 visitors in total to the engagement hub (<https://haringeyhub.commonplace.is/>) during 2025 with over 200 new subscribers. Many visitors still go directly to Commonplace project sites, bypassing the hub, but its role as the 'shop window' for current digital consultation and engagement for projects is becoming more established.

### Theme 1 - Excellent resident experience

- **Develop internal and external digital skills and inclusion strategy and action plan in partnership with NHS/ICB.**

*RAG: Green, Direction: Improved*

**Progress:** A comprehensive Digital Inclusion Strategy and roadmap has been developed, setting out a clear and practical approach to supporting residents who may struggle to access or use digital services. The development of the strategy has been very well received with strong recognition of its focus on fairness, accessibility, and resident need.

The roadmap outlines a phased and realistic plan to improve access to devices, connectivity and digital skills, while ensuring that residents continue to have appropriate non-digital options where needed. It also strengthens our approach to partnership working, recognising the vital role of community organisations, the voluntary sector and health partners in providing trusted, local support.

The strategy is now being shared with a wide range of internal and external stakeholders to build shared ownership and shape delivery and will be considered by Cabinet for approval in March.

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

*RAG: Amber, Direction: Unchanged*

**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 project underway will improve the digital services for Housing, Parking, Benefits and Council Tax. Other initiatives include:

- Customer Services Voice iteration (voice bot) which went live in November 2025
- Additional capacity approved to eliminate the Council Tax backlogs
- Parking activities moved out of Customer Services and into the Parking team at the end of September '25 and is expected to speed up resolution and reduce chaser contact from customers.
- A pilot to co-locate call handlers with Housing Repairs
- The Homelessness Prevention Hub at Marcus Garvey, planned for Q1 26-27

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

- **Implement the Council's Data Strategy, building up a first-class data function and platform that can be utilised by all.**

*RAG: Green, Direction: Improved*

**Progress:** We have begun delivering the data strategy and have made strong early progress. We have completed a set of clear recommendations covering our data architecture and tooling, data skills and capability, and a phased data roadmap to guide delivery.

Alongside this, the Digital team brought together internal specialists to carry out a detailed audit of data structures and schemas within Housing Demand and Revenues & Benefits. This has included a focused analysis of data needs, gaps and opportunities within Housing Demand, providing a much clearer picture of where improved data and insight can support better decision-making.

We have also taken the first practical steps towards a modern data platform using Microsoft Fabric. The team has already delivered an initial proof of concept and agreed a high-level design approach. This will form the foundation for

improving access to data and insight across Haringey.

- **Implementation of the Procurement Modernisation Programme (PMP).**

*RAG: Red, Direction: Improved*

**Progress:** Many of the modernisation activities have been implemented along with the completion of a Council wide training programme on the changes to the Procurement Act and the Contract Standing Orders (CSO).

Other progress continues across a number of workstreams on the Procurement Modernisation Plan including plans that outline how to manage and optimise the procurement activity of a specific group of works, goods, or services, often referred to as Category Management. A review of the contract management tool kit is in its final stages of development and compliance monitoring continues to improve.

The reason for the red RAG rating is due to the introduction of a new e-procurement system to support procurement, contract management and payment. This is now not going ahead, and functions have now been incorporated into the wider workstream looking at the replacement of our core business system (known as ERP).

The Commissioning Board is operational and provides oversight on the entire commissioning and commercial lifecycle to improve the corporate grip on contract spend, improved planning, monitoring of procurement compliance and greater corporate oversight of managing contracts. Work continues to enable the delivery of the £3m savings that have been proposed for 2025/26 (£9m over a three-year period) and identify opportunities for a further reduction in spend to support the Council's challenging financial position. In addition, the Commissioning Panel is also now in operation and is reviewing all new commissions over £160,000 and options to reduce spend by 1%, 2% or 5% as well as ensuring that all new commissioning activity is evidenced in its needs analysis.

## **Theme 2 Responding to the climate emergency**

### **KPIs**

- **Incidents of fly-tipping**

*RAG: Green, Direction: Improved*

**Progress:** The Q3 data shows 4,298 incidents of fly tipping. This is similar to levels reported at the end of 2024/25 but a notable reduction on the figure of 5,153 reported at the end of Q2. Although there isn't a specific target attached to this metric, usual winter trends would suggest that fly-tip levels will remain stable until the end of year. The team continues to work hard to combat fly tipping, including bringing in more enforcement officers to identify offenders and issues fines. In Quarter 3, 1,775 Fixed Penalty Notices were issued bringing the total issued this year under the new contract to just under 7,000 for litter and fly tipping across the Borough.

- **Level of recycling in the borough.**

*RAG: Amber, Direction: Improved*

**Progress:** Haringey's provisional recycling rate came in at 30.1% for Quarter 3, an improvement on last year and the first time we reached 30% in a single quarter in several years. Although this is a welcome improvement Haringey's performance is below the average for London with some others reporting recycling rates in excess of 40%.

- **Number of trees planted in the borough per year.**

*RAG: Green, Direction: Unchanged*

**Progress:** 125 trees were planted in Haringey in Q3 bringing the total to 223 trees in the year to December. We are on track to plant a further 395 trees this year, and good progress is being made towards our target to plant 10,000 trees by 2030.

- **Levels of fuel poverty in the borough**

*RAG: Amber, Direction: Improved*

**Progress:** 11.4% of Haringey households (approx. 19,800) live in Fuel Poverty, which although it represents some improvement over time is the 4th highest percentage in London above the London average (9.3%). Fuel poverty is concentrated in Central and East areas, notably White Hart Lane and Bruce Grove.

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

- **Reduce single-use plastics in the Council and wider borough.**

*RAG: Green, Direction: Improved*

**Progress:** Haringey has signed the One World Living Single-Use Plastics Pledge. Our Single-Use Plastics Policy was approved by Cabinet in January, and the accompanying action plan has been updated to include the new commitments set out in the pledge. The first annual update for the OWL Plastics Pledge separate from the single use policy will be required in Q2 2026, and yearly updates will be required through to 2030 to the London Councils' Climate Team, outlining the key activities undertaken to eliminate problematic single-use plastics.

## Theme 2 - A greener Haringey

- **Plant street trees until every neighbourhood reaches at least 30% tree coverage. Plant 10,000 trees by 2030.**

*RAG: Green, Direction: Improved*

**Progress:** The Council is on track to plant a further 395 trees this year. Overall, since 2022 the Council supported by the community and external funders will have planted 6,400 new trees. The majority are in low canopy areas in the borough. This significantly contributes to meeting the 10,000 trees by 2030 target and makes good inroads into the long-term goal of an average canopy cover of 30% of the borough.

## Theme 3 Children and young people

### KPIs

- **Rate of first-time entrants into the Youth Justice System**

*RAG: Amber, Direction: Negative*

**Progress:** The latest data (Q2) shows that the number of first-time entrants to the Youth Justice System was 66. Quarterly fluctuations are typical for this KPI, which increased from 60 as at Q1. Although the average annual rate has risen slightly compared to last year, the change remains within acceptable limits and numbers for quarter 3 are reducing. That said, significant work is being undertaken to prevent young people from becoming involved in criminal activity through the council's investment in youth services, the Young People at Risk Strategy and our work with schools and the Haringey Learning Partnership.

### Theme 3 - Happy childhoods

- **Public health programmes to promote the health and wellbeing of children and young people**

*RAG: Green, Direction: Unchanged*

**Progress:** The Health Visiting service have maintained the reach to women at +90% within the 10-14 post-natal timeframe - slightly short of the 95% target set owing to a range of factors.

Children achieving their developmental milestones' in all areas of development in Haringey is better than the national average and we have seen an improvement over the financial year 2025/26 to date. In line with Government commitments to improvements in school readiness by 2028, public health has increased the 2.5-year development target of 80% to 85% which will commence 2026/27.

Maternal Early Childhood Sustained Home Visiting' has seen improvements in the number of parents taking up the programme with 47 families participating in the programme compared to 37 families in the previous quarter.

- **Increase the number of secondary school places for children with autism and social and emotional mental health needs.**

*RAG: Green, Direction: Unchanged*

**Progress:** There has been good progress on the project at St Mary's Church of England School. The Programme and major projects teams have visited the site to provide technical expertise and the cost to convert will be delivered within the budget envelope.

The project on the Fortismere nursery site which is being repurposed to support secondary school aged children with Autism Spectrum Conditions is moving forward. This will support our young people until the new school rebuilding programme is complete.

### Theme 3 - Successful futures

- **Improve educational outcomes for children who are looked after, with a focus on better attendance and better support through well-written Personal Education Plans (PEP).**

*RAG: Green, Direction: Unchanged*

**Progress:** 98% of PEPS were approved in the last academic year and Ofsted feedback is that they are very strong plans and quality assurance shows 96% are quality assured to be green. Attendance is a key Virtual School priority. Educational outcomes for children in care has improved at GCSEs and attendance has remained stable for our Primary cohort. There is improvement required for our secondary cohort and an attendance policy, process and procedures have been written with the intention of improving the attendance for the secondary cohort.

### 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:** 55% of respondents to the Annual Adult Social Care Survey stated that they were extremely or very satisfied with the service or support they receive. Improving this performance is a key part of our Adult Social Care Improvement Plan which was approved by Cabinet in 2025. 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:** The Carers Strategy was approved by Cabinet in November 2025 and officially launched on Carers Rights Day (20 November 2025).

#### Theme 4- Vulnerable adults are supported and thriving.

- **Working in partnership to reduce health inequalities to meet our ambition of equitable access, experience and outcomes.**

*RAG: Green, Direction: Unchanged*

**Progress:** Through strengthened engagement with schools and parents, Haringey is continuing to improve the uptake of school aged immunisations and is performing comparatively well alongside similar London areas. Between 2022–23 and 2024–25, uptake of the 3 in 1 booster and Meningitis ACWY vaccine rose from 72% to 75%, with one directly supported school increasing from 54% to 71% over the same period - protecting more children from harmful diseases.

We deliver targeted work to protect communities at higher risk of outbreaks of diseases, including the Charedi community in Haringey and Hackney, resulting in major increases in uptake of MMR vaccination within the community to increase protection against measles, following a recent outbreak.

We have also worked with NHS England to influence school academy chains to improve vaccination uptake, including at the Harris Academy Chain. Harris has several schools in Haringey and almost 50 schools nationally, which teach almost 50,000 children across England. Haringey's approach to improving the equity of school immunisations is being used as a best practice across London.

Our Public health service contributes to improving uptake of cancer screening services for groups with lower uptake working in partnership with NHS providers. They are also working with 7 local Voluntary & Community organisations to recruit and train 9 Health Champions, who are members of different communities in Haringey, promoting trusted, accurate and up-to-date information on the health and wellbeing issues affecting residents.

- **Preparing for CQC Assurance inspection, with the aim of achieving an outcome of “Good”**

*RAG: Amber, Direction: Improved*

**Progress:** Haringey's Adult Social Care Improvement Plan was adopted by Cabinet and is now being implemented and overseen by a cross-Party improvement board chaired by the Chief Executive.

The improvement plan sets out our 3-year transformation journey following our CQC inspection, and approval at Cabinet on 11th of November.

Key improvements delivered so far include:

- **Assessments and waiting times** - an external review of our new Localities Model undertaken by Red Quadrant to establish a new baseline of demand against staffing capacity in our three new Locality Teams and to glean from staff, from stakeholders and from residents what are opportunities to align to NHS Neighbourhoods with an early intervention lens.
- **Digital Roadmap** for the Council and opportunities to better manage demand at the ASC 'front door' with a digital response, signposting to local services and support and ensuring our Workforce Development Plan gives staff the skills and expertise they need.
- **Co-production** – further development of co-production through a Review of the Joint Partnership Board and its' associated Reference Groups - working with residents accessing services (with Learning Disabilities, with Physical Disabilities, with Sensory needs, with lived experience of Mental Health, who are Neurodiverse and those who are Older (including those who may be frail and/or have dementia) and identification of Champions within ASC to ensure equity of support for each Reference Group and interface with Disability Action Haringey, Public Voice and MIND as strategic partners.
- **Information, Advice and Guidance** - Co-production of Carers Pack. Review and upgrade of 'Haricare' (now the ASC Directory) to reflect services and support available locally to support prevention, signpost to most appropriate support and avoid escalation of issues.
- **Equalities** - New Translation Service launched in March 2025. Proactive engagement with Somali, Turkish and Kurdish, Jewish and African community groups to better understand the needs of our diverse communities and develop trust.
- **Transition** - Transition Board reported to June 2025 Scrutiny Committee to establish areas requiring improvement in planning, forecasting, communication, co-production, and delivery of Preparing for Adulthood themes around Housing, Health, Day Opportunities, Lifelong Learning, Employment and Friends/Relationships.
- **Day Services and Respite** Review of current day services and respite in Haringey and exploring opportunities for modernising the offer to support independence and resilience for both residents accessing services and for their carers.
- **Hospital Discharge** Hospital avoidance workshop planned with Acute, Mental Health, Community Services and the Voluntary and Community

Sector to establish areas requiring improvement. Aligned to this, a deep dive into our Reablement Services to inform future improvements.

- **Leadership** – recruitment of new Deputy Director and Principal Social Worker to embed performance management culture and bolster our workforce development to embed principles of continual professional development, our residents lived experience and the principles of our Workforce Race Equality Scheme
- **Carers strategy** approved at Cabinet in November and subsequently launched with our carers on Carers Rights Day on 20th November.

#### **Theme 4- Residents connected with the right support at the right time in their neighbourhoods.**

- **Taking a council-wide approach to embed financial inclusion and resilience support approaches for residents.**

*RAG: Green, Direction: Improved*

**Progress:** Our dedicated Financial Support Team (FST) phone line continues to provide advice, support and introductions to residents, connecting them to relevant parts of the organisation and partnerships to access support including Haringey's Income Maximisation Team.

We are working across directorates to collaborate more to ensure our financial offer is as responsive and coordinated as possible. Plans for a closer working relationship between the Financial Support Team (FST) and Welfare and Benefits are being delivered through an alignment of the two teams in Q4.

The Household Support Fund is providing holiday support for children receiving Free School Meals, and our Warm Welcome provision is accessible to residents across the borough, promoted across a range of services. We continue to promote borough-wide income maximisation campaigns, working with the Greater London Authority.

We have also begun exploratory work on how we will administer the Government's new Crisis and Resilience Fund, which runs from 2026/27 to 2028-29. This fund will provide increased capacity to support residents to improve financial resilience and will be tied into a new anti-poverty strategy.

#### **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 of 2024/25 to 89.6% at the end of Q1 and has remained at a similar level as at Q3 (89.4%). Although these fluctuations are relatively small the metric has been rated Red as performance has not achieved the target level. More details are provided on the update on Housing Improvement Plan activity below.

- **Number of households in temporary accommodation.**

*RAG: Green, Direction: Positive*

**Progress:** There were 2,671 households in temporary accommodation at the end of Q3, a slight decrease of 9 households from the previous period (end of Q2), still trending below the 2,784 target and showing a positive direction of travel. However, there is a continuous in-flow of households into TA so maintaining a reduction is challenging, making this achievement all the more notable.

- **Homelessness Preventions per one thousand households**

*RAG: Green, Direction: Positive*

**Progress:** Homeless preventions were at 3.2 per 1,000 people at the end of Q3, exceeding the end of year target of 3. The target for successful prevention and relief outcomes in 2025/26 is 812 which reflects the changing environment we are now working in. This equates to c68 positive outcomes each month, although our aspiration is obviously to achieve significantly more. Additional ringfenced funding we were able to use earlier in the year to proactively intervene in social housing arrears cases means we have achieved significantly more successful outcomes compared to the same point last year. In the year to date we have achieved 867 successful outcomes so have met the annual performance indicator

- **Percentage of homes made decent**

*RAG: Green, Direction: Positive*

**Progress:** 81.9% (12,708 out of 15,521 stock) of homes were classed as 'decent' based on the definition at the end of Q3, an improvement from 78.4% at the end of 24/25 and in line with the position at the end of Q2 (81.9%).

#### **Theme 5 - Preventing and reducing homelessness and rough sleeping**

- **Co-produce a new Homelessness Strategy with partners in the borough and Improve move-on rates into the private rented sector for people affected by rough sleeping**

*RAG: Green, Direction: Unchanged*

**Progress:** A draft strategy was agreed for consultation at November Cabinet and consultation is in progress. We are aiming for adoption of the full strategy in March 2026. Improvements in 'move-on rates' continue to be challenging as there remains limited supply of affordable homes in the private rented sector. A new protocol and set of KPIs will be launched in February.

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

- **Building new council homes**

*RAG: Green, Direction: Unchanged*

**Progress:** As of 31 December 2025, we have completed 893 new homes with a further 115 receiving building control approval early in January – giving a total of 1,000 new council homes. A major milestone.

Work has commenced on a further 1,359 new homes with current tenders out for 454 new homes and acquisitions. This will bring the total to 2,900 new homes commenced to date. 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**

- **Complete void works to existing and newly acquired properties to bring up to a lettable standard.**

*RAG: Amber, Direction: Decreased*

**Progress:** Improvements to the service have been made supported by an increased budget and new contracts being implemented.

Progress against the pipeline of current void properties has been lower than initially projected, due to the industrial action and procurement timescales, both

of which have since been successfully resolved. There has been sustained demand from the Neighbourhood Moves scheme through our new build programme, representing 18% (60) of the 330 new voids since April 2025. Whilst this represents residents moving to more homes that better suit their needs it does lead to an increase in the number of voids.

During the same period, 276 properties have been made ready for let. This data indicates that the target of 1% of properties being void will be challenging to achieve. However, we are reviewing the end-to-end process, including analysis of the varying processes across all types of voids and teams involved across Housing Services. This will enable a focus on improvements at key stages to reduce turn-around times.

- **Deliver our Decent Homes programme.**

*RAG: Green, Direction: Improved*

**Progress:** As at the end of Q3, 675 homes have been made 'decent' in the year to date slightly behind the target of 987 for the year 2025/26. Our internal programme is on site, and our external contractors are being mobilized with long-term partnering contracts to provide the capacity required to meet our target of 100% decency by the end of 2028.

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

- **Reduce rent arrears and boost income collection rates**

*RAG: Green, Direction: Unchanged*

**Progress:** The Income Collection team exceeded the 2024/25 year-end collection target. As of November 2025 (latest figures available), the Income Collection team are above target with the year-to-date collection rate at 98.4%. The service is continuing to use the new rent analytics system 'Rent Sense' and it is anticipated that this will continue to help the service achieve high collection rates and increase arrears collection. The ongoing objective for 25/26 is achievable and on-track.

- **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 and the Housing Service having moved to focus on delivering the new Housing Inspection Improvement Plan created following the mock inspection in 2024, with delivery of this commenced in 2025 (phase 2).

For Housing Management, the Domestic Abuse Housing Accreditation (DAHA) work planned for 2024/25/25 has been completed, and 2025/26 actions include the further development and planning of a training programme for staff alongside the associated work in progress 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. Some slippage of the repairs KPI against target should also be noted.

### **Theme 5 - A reduction in temporary accommodation**

- **Reduce the use of bed and breakfast (B&B) and move those in B&B to alternative TA or Permanent Accommodation.**

*RAG: Green, Direction: Improved*

**Progress:** There has been a substantial reduction in households with children in B&B from 70 at end of Q2 to 20 at end of Q3 and families in B&B over 6 weeks from 53 to 15. All hotels in Redbridge have been decanted with on-going placements in Haringey and Enfield. Remaining hotels are to be decanted by March 2026 when the block booking expires. As of the 17 February 2026 Haringey will have zero families in B&B or hotels, which is a huge achievement.

### **Theme 6 Safer Haringey**

#### **KPIs**

- **Total count of criminal offences per 1000 population**

*RAG: Amber, Direction: Positive*

**Progress:** The total count of criminal offences at the end of Q3 was 24.7 offences per 1,000 people, lower than the rate of 27 reported at Q2 and the end of year 2024/25 rate of 35.6. Haringey's rate remains higher than neighbouring boroughs to the north (Enfield, Barnet, Waltham Forest) but lower than Hackney, Camden and Islington to the south. Overall given the improved position this KPI has been rated Amber as at Q3.

- **Domestic abuse offenses per 1000 population**

*RAG: Green, Direction: Positive*

**Progress:** The rate of domestic abuse offences is at 2.7 per 1,000 population, reduced from 2.9 at Q2 and below the 2024/25 baseline of 3.3.

Although the raw number of domestic abuse offences in Haringey saw a slight rise of 1.2% in December 2025 compared to the previous month, this is lower than rises elsewhere (7.6% rise in Enfield, 4.2% rise in Waltham Forest), and a 4.8% rise across London as a whole. Over the whole quarter the rate of domestic abuse offences fell compared to Q2.

- **MOPAC Public Attitude Survey to measure trust in enforcement agencies.**

*RAG: Green, Direction: Positive*

**Progress:** Haringey's score for trust in the police increased 10% between Q2 2024/25 and 2025/26, the joint highest increase in London. The MOPAC data reports that as at Q3 74% expressed trust which is a significant improvement from the levels reported earlier this year and from the baseline of 57% in 2023/24.

- **Levels of Antisocial behaviour per 1,000 population**

*RAG: Amber, Direction: Positive*

**Progress:** There were 7.6 reports of anti-social behaviour per 1,000 population as at Q3, a slight reduction from the previous quarter figure of 8.8 and earlier rates of 9.5 although current levels remain higher than the London rate. A rolling programme of 'days of action' including many locations across the borough at ward level help to address crime or anti-social behaviour issues.

The ASB Enforcement Team focuses its efforts on building cases on high level ASB (drugs, violence, harassment, stalking etc). A borough wide Public Space Protection Order was implemented in May 2025 which afford Police and warranted Council Officers more powers to reduce certain types of ASB.

The ASB Enforcement team has been piloting a new approach identifying and tackling the persistent and high harm ASB, particularly in some of the more challenging parts of the borough.

As part of the Shaping Tottenham work, LBH and partnership resources have been directed to the Clear, Hold, Build initiative (Bruce Castle and Northumberland Park) having been highlighted as an organised crime and social deprivation hotspot by the Home Office. This has included enhanced work by the ASB Enforcement Team in terms of Closure Orders, Notice of Seeking possession (NOSPS) and on our most problematic residential blocks and those who generate a disproportionate amount of ASB.

There have also been enhanced Police patrols and enhanced responses from Housing re environmental changes. Seven Sisters has been the subject of a separate Home Office initiative over the summer which included increased patrols from both Police and Kingdom LAs as well as input from Targeted Youth Support having been identified as an ASB Hotspot.

Regarding the Shaping Wood Green work, the area is a longstanding crime and ASB hotspot and has a large, dedicated Town Centre Police Team as a result. ASB Enforcement has recently completed some targeted work with Veolia, Waste and Homelessness Colleagues to combat problematic rough sleeping in the Bury Road Car Park area.

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

- **Increase the number of safe havens in local businesses for women to use at night.**

*RAG: Green, Direction: Unchanged*

**Progress:** The Public Health VAWG team is offering updated training to all existing Safe Havens, as well as recruiting new spaces. The new rollout began in November 2025, with 19 individuals attending training and the – establishment of 12 new Safe Spaces in the borough. Training now also includes information on reporting street harassment and unsafe spaces via Street Safe app. New Safe Space venues include bars, pubs, cafés, a leisure centre, faith spaces, and community and children's centres. Newly trained Safe Spaces have been provided with posters to promote the scheme. Further spaces will be recruited and trained in 2026.

- **Continue to develop and pilot work on a Safer Parks for Women and Girls Network**

*RAG: Green, Direction: Unchanged*

**Progress:** Good progress is being made across the two women's networks.

### **Women and Girls Network**

In October and November 2025 members of the network attended the VAWG training session to understand how to make their parks café / community venues become a Safe Haven for women and girls. We have been working in partnership with 4 organisations to apply for Lottery funding for Haringey Women & Girls Collective programme.

### **Parks Young Women's Network**

In October 2025 we finalised an application to the National Lottery Community Fund for a project – Women Step Forward – that encompasses monthly walks for women and girls and bi-annual community events. In November we met with the Policy, Design and Conservation Team to feed in their views on the Local Plan. The group focused on parks, safety, transport/cycling and cleanliness including waste management and street cleaning.

In December we began working on the Lighting Research project, a piece of work that will look at lighting options in our parks which balance the needs of safety and biodiversity. This included preparing for discussions with the Metropolitan Police 'Designing Out Crime' officers and the Council's Street Lighting Engineer, as a first step, in January 2026.

### **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:** Q3 saw 125 people with improved awareness of hate crime within their community and 165 in the year to date exceeding our target.

The number of professionals and partners with an improved and up to date knowledge of Haringey's Hate Crime landscape is also positive with 125 responses as at Q3 and 204 in the year to date again exceeding target. There has also been positive progress on our hate crime offences indicator with a reduction in the rate to 0.6 per 1,000 people from 0.8 last quarter. Haringey's rate of hate crime offences is lower than Islington, Camden, and Hackney.

## Theme 7 Culturally rich borough

### KPIs

- **Library footfall numbers**

*RAG: Amber, Direction: Positive*

**Progress:** Q3 saw 189,670 visits to our libraries, an improvement on the 180,726 recorded in Q2, suggesting that customer engagement is beginning to recover following the initial dip earlier in the year. Although overall activity remains lower than Q1 (218,401) and last year's Q4 (231,541), this pattern aligns with expectations following the reduced opening hours implemented in September 2025. The Q3 increase indicates that residents are adapting to the new timetable and also reflects the impact of the reopening of Muswell Hill library at the end of September following refurbishment.

### Theme 7 – Promoting an ambitious culture programme for Haringey

- **In preparation for LBoC, develop and support a borough wide tourism offer in Haringey.**

*RAG: Green, Direction: Unchanged*

**Progress:** The Haringey Culture Collective has been established as a delivery organisation for the London Borough of Culture in 2027 and a Chief Executive has been appointed.

- Haringey is actively taking part in London-wide festivals – London Festival of Architecture, Open House, Black History Month etc. engaging visitors from across London and beyond.
- Bruce Castle Museum (BCM&A) continues its programme of heritage walks around the borough, including Northumberland Park, and Black History walks in Stroud Green and West Green Road for BHM.
- The Bruce Castle Heritage Quarter map and trail (produced collaboratively by Bruce Castle Museum & Archive with the Friends of Tottenham Cemetery, the Antwerp Arms and artists Emmid-Joanna Draws) has become a popular resource for visitors to the museum who go on to explore the Heritage Quarter.
- BCM&A hosted a visit with volunteers, helpers and staff from the Queer Museum in Camden. The visit included workshops highlighting the work of BCM&A with partners to develop the Haringey Vanguard Collection and to showcase the first permanent LGBTQ+ gallery at BCM&A. This in turn is leading to other collaborative work between the museums in the future.
- BCM&A developed its offer of candle-lit evening tours between October

(Halloween) and December (Dickensian), attracting visitors from outside the borough and from within; tours included an accessible tour for those from local sheltered housing.

- Work with Tottenham Hotspur to develop a local guide to Tottenham continues. Leveraging our social media channels to promote key destinations – with one highlight post achieving over 8,000 impressions.
- Another highlight over this period was the council's festive campaign encouraging residents to shop local and explore local festive offers, including a collaboration with Jacksons Lane to promote their Moomins Christmas Show

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

- **Ensure youth voice is integral to the council's arts & culture decision making, planning and programming, particularly in preparation for LBoC.**

*RAG: Green, Direction: Unchanged*

**Progress:** The London Borough of Culture team is developing a Creative Youth Strategy for LBoC.

- Young people were involved in the recruitment of the CEO for Haringey Culture Collective and the recruitment of the LBOC branding agency.
- Young people delivered the creative performances for the Black History Haringey 365 Launch– young people from the DJ Academy were playing music, young poet and performer Dernel Appleton shared his work, and the event was captured by young aspiring photographers from local schools / colleges.
- Haringey Youth Festival Birthday Special: The 12th annual Haringey Youth Festival took place on Saturday 1 November at Jacksons Lane, bringing together hundreds of young people and arts supporters from across the borough.
- Bruce Castle Museum with colleagues in Haringey's Youth Engagement Team, provided the platform to support young candidates delivering their manifestos for Haringey's first Youth Election of leaders for the Youth Panel in October 2025.
- BCM&A supported five Haringey young people in the autumn term undertaking secondary school and university education with organised placements to gain experience of working in a museum and archive.

## Theme 8 Place and economy

### KPIs

- **Percentage of non-major planning applications decided on time.**

*RAG: Green, Direction: Negative*

**Progress:** 91.7% of non-major planning applications were decided on time in Q3 and although there was a slight decline compared to Q2's performance (93.6%), this is still classed as excellent performance and within the top quartile of local authorities.

- **Employment rate of 16–64-years-olds (total population)**

*RAG: Red, Direction: Negative*

**Progress:** Based on the latest available data from NOMIS annual population survey in the most recent reporting period (October 2024 to September 2025), Haringey's employment rate stands at 69.9%, placing it notably below both the London-wide average (75.0%) and the range observed among **similar** boroughs—Enfield, Hackney, Islington, Waltham Forest, and Camden—all of which record employment rates between approximately 74% and 78% in the same period. A briefing paper on employment and skills was prepared for Scrutiny on 12 February 2026.

The Council delivers Employment Support through Haringey Works its employment support service and Haringey Learns, its Adult Skills service. Funded through the Greater London Authority Adult Skills funding stream, Haringey Learns works with those disadvantaged in the labour market providing skills training to support residents into work or upskilling for those in work. The service has an employability focus and aims to increase delivery into community locations and improve its reach for young people and our diverse communities in the east of the borough.

### 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:** A methodology has been developed which sets out an approach to embedding nighttime within funded pipeline projects across both Wood Green

and Tottenham. Opportunities to align this with London Borough of Culture and the implementation of the Library strategy are being explored.

## Theme 8 - Shaping Tottenham

- **Deliver Your Bruce Grove Placemaking Delivery Programme.**  
*RAG: Green, Direction: Improved*

**Progress:** Public realm improvements to both Chesnut Road and Stoneleigh Link Road within the town centre of Bruce Grove have been completed as of January 2026.

Engagement with stakeholders for Holcombe Market is currently underway that will lead to design proposals to enhance and improve Holcombe Market to come forward for delivery in 2026.

The former toilets in the Bruce Grove area of Tottenham High Road have been converted and extended into a new café hosted by Dubai Coffee. The improvements include new accessible public toilets and bring the Victorian Grade 2 listed building back into use along with its removal from the 'Heritage at risk register' held by Historic England.

Heritage Improvement works to repair and reinstate historic features to St Marks Church on Tottenham High Road (includes heritage improvements to five High Road shopfronts close to the church), was completed in September 2025. A launch was held in October 2025 with the new feature lights to the Church and its tower switched on.

- **Deliver Your Seven Sister Placemaking Programme.**  
*RAG: Green, Direction: Improved*

**Progress:** Works to secure a new Seven Sisters market comprising of 38 indoor and outdoor market stalls for food and retail outlets was officially opened in October 2025 with a launch event held with key stakeholders in attendance. The opening of the market has been secured through a community led partnership that includes the Council, Places for London and the Community Benefit Society who have worked on behalf of the traders and Latin American community.

The launch of Your Seven Sisters will focus on securing public realm improvements for West Green Road, Seven Sisters and Tottenham Green

following the appointment of a new design team. The public realm improvements include footpath widening, better lighting and wayfinding, more greening and public art to foster better and safer pedestrian movements and support more spending in the town centre. Delivery of these improvements will take place in 2027.

- **Deliver a new neighbourhood at Selby Urban Village.**

*RAG: Amber, Direction: Improved*

Progress: Tender returns for the overall project have been returned and evaluated. At Q3 there were a number of significant project risks, however each has a clear mitigation and management strategy. The project is still on track for Cabinet Member signing in March 26. It is clear additional value engineering will be required, and this will be discussed with external funders and partners in the coming months. The funding deadline from the GLA is for a contract to be signed by 31st March 2026, which currently we are on programme to achieve.

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

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

*RAG: Green, Direction: Improved*

**Progress:** Phases 1 and 2 of the project were successfully delivered in September 2025. Subsequent phases are subject to obtaining further funding.