

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Remodel / Restructure Customer Services to be fit for purpose and able to deliver within base revenue budget and Medium-Term Financial Strategy (MTFS) commitments.	Theme 1 - Excellent resident experience	Amber	Amber	Amber	Amber	Amber	<p>Reducing the size of Customer Services will only happen if the Service Modernisation programme is successful in delivering accessible new digital services that residents find it easy to use instead of calling and visiting.</p> <p>The original savings were predicated on previous digital enablement work enabling residents to self-serve online. This work has been insufficient to reduce demand on Customer Services, and the service's workload has actually increased since 2023-24, meaning staffing levels cannot be reduced.</p> <p>As a result, one-off budget growth has just been awarded for this year and next year, to enable restoration of essential staffing levels without incurring an overspend. Eight of ten new staff have been recruited and started. A permanent new Head of Service has been appointed and will start in April 2026.</p> <p>Meanwhile the Service Modernisation programme is implementing a number of changes in 2026-27 to enable channel shift for those residents with digital ability, that should reduce demand on Customer Services. Progress on this is being monitored by the Resident Experience Board.</p>	Amber	Improved
Carry out a full review of the 'Out of Hours' (OOH) offer, engaging with all service areas to ascertain and understand future OOH requirements.	Theme 1 - Excellent resident experience	Green	Amber	Amber	Green	Green	Completed last year	Green	Unchanged
Implement a revised Feedback Improvement Plan.	Theme 1 - Excellent resident experience	Green	Amber	Amber	Red	Red	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.	Red	Decreased

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Implement the new joint Ombudsman Complaints code.	Theme 1 - Excellent resident experience	Green	Amber	Amber	Amber	Red	<p>The Housing Ombudsman Code has been successfully implemented, ensuring our complaint handling aligns with sector best practice and regulatory expectations.</p> <p>However, the benefits of this implementation are not yet fully realised. We anticipate that improvements in transparency, consistency, and customer trust will become more evident as the code becomes embedded in day-to-day operations.</p> <p>We are also carrying out targeted work with key service areas to improve understanding of the Code and ensure its principles are consistently applied.</p> <p>Ongoing evaluation will help us track progress and identify areas for further refinement.</p> <p>Our position on this element has not changed since last quarters update.</p>	Amber	Unchanged
Develop internal and external digital skills and inclusion strategy and action plan in partnership with NHS/ICB.	Theme 1 - Excellent resident experience	Green	Green	Green	Green	Green	<p>A comprehensive Digital Inclusion Strategy and roadmap has been developed by the Digital Inclusion Lead, setting out a clear and practical approach to supporting residents who may struggle to access or use digital services. The strategy has been very well received by both services and Members, with strong recognition of its focus on fairness, accessibility, and resident need.</p> <p>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.</p> <p>The strategy is now being shared with a wide range of internal and external stakeholders to build shared ownership and shape delivery. Subject to this engagement, it is expected to be taken to Cabinet for approval in March.</p>	Green	Improved
Roll out and whole organisational take-up of Digital Engagement Hub for consultation and wider online engagement activities.	Theme 1 - Opportunities for residents to participate in decision-making.	Green	Green	Green	Green	Green	<p>There were 2952 visitors in total to the engagement hub (<a href="https://haringeyhub.commonplace.is/">https://haringeyhub.commonplace.is/</a>) during 2025 with over 200 news 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 hosted on Commonplace is establishing itself.</p>	Green	Unchanged
Development and launch of an online participation knowledge hub, including internal case studies to support communication and embedding of participation skills and knowledge.	Theme 1 - Opportunities for residents to participate in decision-making.	Green	Green	Green	Green	Green	<p>The Knowledge Hub currently hosted on the intranet will be promoted via the launch of the Haringey Engagement Collaboration Group. A Teams Channel is being created for group members to access existing resources and build on them.</p>	Green	Unchanged

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Supporting continued development of fully inclusive engagement practice to ensure digital and physical engagement is representative of Haringey's population.	Theme 1 - Opportunities for residents to participate in decision-making.	Green	Green	Green	Green	Green	A first version of the Power BI dashboard has been created by a Policy Officer undertaking a Data Fellowship Apprenticeship. Through the introduction of templated demographics in 2025, new data is being added. As the datasets grow, the more robust the insights generated will be to inform engagement planning that builds representativeness.	Green	Unchanged
Delivery of participatory budgeting pilot.	Theme 1 - Opportunities for residents to participate in decision-making.	Green	Green	Green	Green	Green	4 parks have now voted on final playground designs, based on residents' financial priorities for play equipment allocations in the first part of the PB process. These parks are Downhills, Bruce Castle, Chestnuts and Paignton. Further public feedback is also being sought on the winning designs.	Green	Unchanged
Development of Community Assemblies model.	Theme 1 - Opportunities for residents to participate in decision-making.	Red	Amber	Red	Green	Green	There continues to be no resource or opportunity available to deliver on this ambition.	Amber	Unchanged

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Continuing development of Knowing Our Communities work.	Theme 1 - Opportunities for residents to participate in decision-making.	Green	Green	Green	Green	Green	<p>All activities related to the 'Knowing Our Communities' hub are progressing well.</p> <p>Key Additions and Updates for 2025/26:</p> <p>Community Profiles Dashboard: This new tool presents detailed demographic data about Haringey residents with enhanced granularity and a focus on intersectionality. It responds to the requirements of the Haringey Deal, of which 'Knowing Our Communities' is a foundational element. The dashboard provides insights based on ethnic group, country of birth, main language, religion, and national identity, along with breakdowns by age, sex, and other socio-demographic variables such as household composition and economic status. These profiles are available at both Borough and ward levels, allowing for statistical comparisons with other local authority areas.</p> <p>Ward Profiles Fact Sheets: New fact sheets include Mosaic socio-demographic profiles at the ward level.</p> <p>Community Asset Finder Tool: The tool has been updated to include address information for community centres.</p> <p>Area-Based Profiles: These profiles have been updated to reflect the most current data. A new Protected Characteristics dashboard has also been developed to support officers completing EQIAs. This is being demonstrated to the Policy team in January and will be published shortly thereafter.</p>	Green	Unchanged
Deliver the Borough's Climate Action Partnership.	Theme 1 - Opportunities for residents to participate in decision-	Green	Amber	Amber	Green	Green	<p>The Climate Partnership continues on a quarterly basis - the next meeting is scheduled for the end of February. The last session in October focused on the theme of sustainable food and included guest speakers from the National Allotment Society and local food growing initiative Ubele/Black Rootz.</p>	Green	Unchanged
Work towards successful delivery of new civic centre.	Theme 1 - A supported and enabled workforce	Amber	Amber	Amber	Amber	Green	<p>Work on the Civic Centre refurbishment is progressing well, with a Topping Out Ceremony held during Q4. The project requires tight management to address pressures in time, resources and budget to ensure that it stays on track for completion in Spring 2027, and all aspects of the project have recently been brought together under one Project Director to ensure alignment between the Build element and the preparations for Fit-out and Moving in. Contracts for the Fixtures, Furniture and Equipment and Catering provision are on track through procurement.</p>	Amber	Unchanged

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Implementation of the Corporate Property Model (CPM), which aims to centralise all operational property assets and premises related budgets into a Capital Projects and Property (CPP) central team.	Theme 1 - A supported and enabled workforce	Green	Amber	Green	Amber	Green	<p>The transfer of all FM related budgets from service areas completed in May/June 2025.</p> <p>The Corporate Landlord and FM team have onboarded all the properties in scope of the CPM and are currently working through prioritising property compliance works to ensure that the operational property assets are compliant.</p>	Green	Unchanged
Implement the Council's Data Strategy, building up a first-class data function and platform that can be utilised by all.	Theme 1 - A supported and enabled workforce	Green	Green	Green	Green	Amber	<p>We have now begun delivering the strategy and have made strong early progress. Working with Microsoft, 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.</p> <p>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 &amp; 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.</p> <p>We have also taken the first practical steps towards a modern data platform using Microsoft Fabric. Working closely with Microsoft, 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 as we move forward.</p>	Green	Unchanged

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Develop a Digital Strategy to outline the principles and guidelines governing the use of digital technologies.	Theme 1 - A supported and enabled workforce	Amber	Green	Amber	Green	Green	<p>The Digital Strategy is now in draft and will be developed through a structured, consultative process to ensure it reflects the priorities and needs of services across Haringey. The intention is to produce a strategy that is both practical, accessible and deliverable, and which clearly resonates with colleagues who will rely on it to shape future delivery.</p> <p>The proposed approach has been presented to the Enterprise Architecture Board, where it was well received. Engagement is now planned across a range of senior management forums to gather input, test assumptions and build shared ownership.</p> <p>To support this, we are working with LOTI, whose Director will attend CLT to share insights and best practice from across London. In parallel, Digital leads are engaging with other London boroughs to learn from their approaches and ensure our strategy is informed by the widest possible evidence base.</p>	Green	Unchanged
Develop an Enterprise Infrastructure Strategy that aligns technological solutions with organisational objectives to enhance performance, facilitate informed decision-making, optimise IT investments, and enable adaptability to market changes.	Theme 1 - A supported and enabled workforce	Green	Green	Green	Green	Green	<p>Work is already underway to develop an Enterprise Infrastructure Strategy that aligns technology decisions with Haringey objectives and enables better performance, informed decision-making, and value from IT investment.</p> <p>We have established strong foundations to support this, including the completion of a comprehensive library of non-functional requirements and a set of Enterprise Architecture principles, which define expectations around security, resilience, scalability, interoperability, and sustainability. These are now being actively embedded into the Digital Policy, ensuring they shape decision-making consistently across programmes and projects.</p> <p>To accelerate this work and strengthen our enterprise view, we are bringing Orbus into the process. Orbus will support the development of a clear and coherent enterprise model, enabling us to map current and future infrastructure, understand dependencies, and assess the impact of change. This will help ensure infrastructure decisions are evidence-led, aligned to business priorities, and capable of supporting future demand.</p> <p>The resulting strategy will provide a clear framework for:</p> <ul style="list-style-type: none"> <li>- aligning infrastructure investment with organisational outcomes;</li> <li>- supporting adaptable, scalable and secure technology choices;</li> <li>- improving assurance and consistency in decision-making; and</li> <li>- optimising investment across the IT estate.</li> </ul> <p>This will ensure that infrastructure planning moves from reactive decision-making to a strategic, enterprise-led approach that supports the Haringey's longer term objectives and our ability to respond to change.</p>	Green	Unchanged

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Improve Halo platform to enable more automation, self-service and performance monitoring.	Theme 1 - A supported and enabled workforce	Amber	Green	Amber	Green	Green	HALO is being used to its maximum extent but the team have made significant improvements to automation and monitoring through use of PowerBI, generating efficiencies which have enabled savings within HR.	Green	Unchanged
Redesign mandatory eLearning to have a bespoke Haringey focus.	Theme 1 - A supported and enabled workforce	Green	Green	Green	Green	Green	This action is complete. Haringey-specific e-learning modules have been created and our approach and offer are now being marketed with a view to generating income.	Green	Unchanged
Deliver Equality, Diversity and Inclusion (EDI) Action Plan.	Theme 1 - A supported and enabled workforce	Green	Green	Green	Green	Green	Plan activities are continuing as per the plan. This action will remain ongoing.	Green	Unchanged
Reduce demand to Customer Services in the core service areas (Housing, Parking, Benefits and Council Tax).	Theme 1 - Excellent resident experience	Red	Green	Amber	Amber	Amber	The most significant impact on demand will come through the Service Modernisation programme, when it improves the digital services for Housing, Regulatory Services, and Council Tax, and expands the Customer Services "voicebot" in 2026-27. Separate to digital initiatives, the additional budget granted to eliminate the Council Tax and Benefits backlogs will have a significant impact, likely to be seen in the next financial year, and reduce chaser contact from customers. The Homelessness Prevention Hub planned for summer 2026 should also reduce some demand on Customer Services.	Amber	Unchanged
Deliver years one and two of the Resident Experience change workstream.	Theme 1 - Excellent resident experience	Amber	Amber	Amber	Amber	Amber	<p>Corporate project management resource for the Resident Experience programme ended on the 1st April 2025 due to significant scope overlap with the Service Modernisation programme.</p> <p>To ensure that Resident Experience improvements continue to be tracked, three strands of work are monitored by a monthly Resident Experience Board chaired by the Corporate Director of Environment &amp; Resident Experience:</p> <ul style="list-style-type: none"> <li>• Tracking of projects within the Service Modernisation programme that contribute to improving the Resident Experience</li> <li>• Accommodation improvements for Customer Services staff and residents enabled by Property Services</li> <li>• Incremental operational improvements that Customer Services are able to implement</li> </ul>	Amber	Unchanged
Create a Young People Extra Ordinary Council.	Theme 1 - Opportunities for residents to participate in decision-making.	Green	Amber	Green	Amber	Green		Green	Unchanged

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Increasing opportunities for children and young people's (CYP) voice to be heard.	Theme 1 - Opportunities for residents to participate in decision-making.	Green	Green	Green	Green	Green	Within this quarter, the Youth Council have undergone elections with 1,500 votes cast resulting in young people being elected to the roles of Leader, Deputy Leader, Secretary, Campaigns and Comms. Alongside this, youth council members have been guest speakers at a conference organised by Public Health speaking about the impact of smart phones. Takeover Day was spread over a week in November with young people shadowing key roles which included elected members and senior leaders across most parts of the council.	Green	Unchanged
Increase recycling in the borough, implementing the Reduction and Recycling Plan (RRP).	Theme 2 - A cleaner, low waste Haringey	Amber	Amber	Amber	Amber	Amber	Our recycling rate came in at 30.1%, which is an improvement on last year and the first time we've reached 30% in a single quarter in several years. We are working with NLWA to deliver a doorstepping contamination outreach trial, targeting properties at the poorest performing collection rounds. The focus is on raising awareness on the most common contaminants found in our recycling stream. TRAIID textile collections collections: in 2025 had 1,841 collections (16% increase from 2024) collecting 44.3 tonnes (7 tonnes more than 2024). Small electrical kerbside collections reached 319 in Q3, up from 277 in Q3 last year. with 1,278 collections in 2025. We'll be installing 10 textile banks on Estates across the borough to help boost recycling rates and make drop off more convenient and accessible for residents. We've worked with Housing to identify suitable locations and we've shared these with the contractor for review. The banks are expected to be installed in February. We reviewed the Bids for the Haringey Community Carbon Fund: we received 2 medium large bids and a few Minor grant funding applications for small scale community initiatives. School updates: In the Know program is running at 3 primary schools. Risley Avenue: 20 schools recycling bins have been purchased to increase recycling potential. Coldfall Primary and Rhodes Primary are to confirm what improvements would work best for them. We're in the process of map all our recycling banks and adding them to Confirm, so assets are properly recorded and easy to access. We'll also link this to a resident facing map so people can quickly find their nearest recycling bank. As part of work with Real Nappies for London programme, we are looking into establishing contact with nurseries to raise awareness of the reusable nappies scheme. The focus of comms messages in Q3 was on: Bulky waste, including Black Friday messaging across our social media encouraging residents to book bulky collections and reminding businesses of their commercial waste contracts. Ongoing Don't Mess With Haringey campaign. Promotion of the Repair Voucher scheme, encouraging residents to repair electricals or dispose of them using our Small Electricals banks. Seasonal waste guidance, Christmas tree disposal information, and targeted messaging on our electrical and textile recycling services. Our Communal Food Waste Project launched and was ongoing throughout the last quarter of 2025. It is targeting selected blocks to introduce and/or encourage greater participation in the communal food waste collection service. Planning underway for the integrated campaign that commences in January to encourage residents to renew or sign up to the chargeable garden waste collection service. It was also confirmed we exceeded the previous year's total number of subscribers to the service. Planning and background work commenced regarding the installation of communal food waste bins to cover all the flats above shops in the borough. Options for the type of container to be used are being explored. The Outreach Team attended various events between Oct & Dec, promoting our range of recycling and food waste services to different housing types, as well as advising on issues such as litter and flytipping. These events included Estates Drop-In Surgeries, the Rothbury Walk Action Day, Cllr Peacock's Peoples Day and a Somalian Community Drop-In event. An application was put in with ReLondon to be one of two London boroughs chosen for a match-funded project focusing on testing the effectiveness of providing free caddy liners to communal properties in enhancing the usage of food waste facilities.	Amber	Unchanged

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Work with a community sector partner to implement a reuse and repair hub within the borough.	Theme 2 - A cleaner, low waste Haringey	Green	Green	Green	Green	Green	The Haringey Fixing Factory launched in October at Florentia Village and has already received strong coverage in local and trade press, Let's Recycle, and a BBC News feature. The team has delivered a community repair taster session attended by over 40 participants with positive feedback, volunteer open evenings, and three repair activities are now running regularly.	Green	Improved
Reduce single-use plastics in the Council and wider borough.	Theme 2 - A cleaner, low waste Haringey	Green	Green	Green	Green	Green	We signed the One World Living Single-Use Plastics Pledge. Our Single-Use Plastics Policy has been submitted to Cabinet for approval, and the accompanying action plan has been updated to include the new commitments set out in the pledge. The first annual update will be required in Q2 2026, and we will need to provide yearly updates through to 2030 to the London Councils' Climate Team, outlining the key activities undertaken to eliminate problematic single-use plastics.	Green	Improved
Enhanced environmental enforcement, including targeted deployment (Monday – Sunday) of proactive litter & waste enforcement patrols in Town Centres and hot spot locations across the borough.	Theme 2 - A cleaner, low waste Haringey	Green	Green	Green	Green	Green	The contract is up and running and working well. To date (From February 2025) we have issued around 6.8k FPN's 1775 in Q3 for litter and fly tipping across the Borough. The Single Justice Procedure started in September in Haringey for the first time for littering and fly tipping offences which will assist in holding those who commit environmental crimes to account as well as providing a preventative measure in the form of communicating Haringey will not tolerate this type of behaviour.	Green	Unchanged
Improvements in energy management across the Council's corporate and educational estate working towards at least EPC C and net zero carbon schools	Theme 2 - A zero carbon and climate resilient Haringey	Amber	Amber	Amber	Amber	Green	A Energy Efficiency Working Group has been formed within CPP to drive this agenda. With the action plan we will be identifying improvements to building fabric and M&E to drive long-term improvements; delivering quick wins where possible - for example implementing LEDs; and we are delivering ongoing internal communications to encourage staff behaviour change. As part of this we are working on a bid to the GLAs Zero Carbon Accelerator Programme, to undertake energy audits on some of the highest energy consumption sites. For the schools estate we are undertaking level 3 energy audits when undertaking feasibility works and a will make a bid to the next round of PSDS. We are working with individual schools on proposals to install PV panels to boost use of renewables.	Amber	Unchanged
Increase access to car clubs.	Theme 2 - A zero carbon and climate resilient Haringey	Green	Green	Amber	Amber	Amber	Zipcar, the UK's largest provider, is planning to withdraw from the market. We have held meetings with alternative providers and are assessing the best approach to address filling the gap, considering the scale of the fleet required to maintain coverage across London.	Amber	Decreased

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Make Haringey more resilient to flooding through investment in drainage infrastructure and delivery of flood protection schemes.	Theme 2 - A zero carbon and climate resilient Haringey	Green	Green	Green	Green	Green	Annual capital programme delivered on time and on budget	Green	Unchanged
Continue to support low carbon community-led projects through the Haringey Community Carbon Fund (HCCF).	Theme 2 - A zero carbon and climate resilient Haringey	Green	Green	Green	Green	Green	Year 4 projects are being delivered, and Year 5 grants are expected to be announced in March 2026, with payments to go out from April 2026.	Green	Unchanged
Deliver a business case for a Power Purchase Agreement for the corporate estate.	Theme 2 - A zero carbon and climate resilient Haringey	Red	Red	Red	Amber	Green		Red	Unchanged
Increase the number of renewable installations on the Council's buildings and community buildings.	Theme 2 - A zero carbon and climate resilient Haringey	Green	Green	Green	Green	Green	The 150kWp system at The Brook and The Willow Schools has now been installed and awaiting final commissioning on 22/01/2026. The contract for the 44.5kWp solar PV carport at Risley Avenue Primary School has been awarded and the contract is being drawn up.	Green	Unchanged
Deliver an action plan to electrify the Council's fleet.	Theme 2 - A zero carbon and climate resilient Haringey	Amber	Red	Red	Amber	Amber	No progress as no resources available to support this activity.	Red	Unchanged

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Deliver a borough Action Plan to manage overheating risk.	Theme 2 - A zero carbon and climate resilient Haringey	Green	Green	Green	Green	Green	Haringey's Climate Change Adaptation and Resilience Action Plan (2026-2031) was approved at Cabinet on the 9th December 2025, and commenced in January. This plan includes actions that are required by the council to manage overheating risk.	Green	Improved
Develop strategy for green skills and jobs linked to Fast Followers programme for retrofit.	Theme 2 - A zero carbon and climate resilient Haringey	Amber	Green	Amber	Amber	Green	Power Boost Haringey Fund and Power Up Haringey (delivered by RetrofitWorks) now planned to launch in March 2026.	Amber	Unchanged
Make a decision regarding next steps for Decentralised Energy Network Full Business Case	Theme 2 - A zero carbon and climate resilient Haringey	Red	Amber	Amber	Red	Green	Decision has been made - funding no longer available. Working with regional and national government on the options for future heat networks in London	Red	Unchanged
Improve access to secure cycle parking across the borough.	Theme 2 - Expanding active travel	Green	Green	Green	Green	Green	Report following consultation on Batch 4 being drafted; approval planned for Q4	Green	Unchanged
Expand dockless cycle parking locations to maximise use of dockless cycles.	Theme 2 - Expanding active travel	Green	Green	Green	Green	Green	Finalising locations and plans for next batch of 100 locations; order raised in Q4 Jan 26.	Green	Unchanged

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Enhance the current cycling network within Haringey.	Theme 2 - Expanding active travel	Green	Green	Amber	Amber	Green	Completed designs and submitted to TFL for review on 5 schemes; prepared consultation material ;Q4 started consultation on 2 schemes.	Green	Unchanged
Prepare a draft Kerbside Strategy and publish for consultation.	Theme 2 - Expanding active travel	Amber	Green	Amber	Amber	Green	Subject to the required internal approvals, the final draft of the strategy will be presented to Cabinet for adoption in 2026.	Amber	Unchanged
Improve walking environment. Engagement, consultation, and delivery of several projects to improve pedestrian safety and accessibility	Theme 2 - Expanding active travel	Amber	Green	Amber	Amber	Green	Completed designs and commenced consultation on 4 zebra crossings, 2 in Q4. All expected to be delivered or delivery commenced in Q4.	Amber	Unchanged
Work towards Vision Zero targets by: Implementing new 20mph speed limits on Haringey-controlled roads; speed reduction measures; additional pedestrian crossings; and deliver measures to better safeguard powered two-wheeler users.	Theme 2 - Expanding active travel	Green	Green	Amber	Green	Green	Delivered on street -9 roads made 20mph; consulted on one more road to be made 20mph. Consultation on making Bounds Green Rd 20mph completed and report drafted. Consultations on 2 zebra crossings commenced. Q4 expected to have decisions and some delivery. Perth Rd traffic calming commenced. Consultation on Watermead Way 20mph commenced in Q4.	Green	Unchanged

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Delivery of School Streets, reducing access to motor vehicles during drop off and pick up times.	Theme 2 - Better air quality in Haringey	Amber	Green	Green	Green	Amber	A full briefing submitted to Cllr Chandwani following her taking responsibility of this programme from Cllr Hakata, pending decision, following outcome of informal consultation of 8 School Streets in summer 2025. Three new School Street projects launched during Q3-2025/26.	Green	Improved
Develop a new Air Quality Action Plan.	Theme 2 - Better air quality in Haringey	Green	Amber	Amber	Amber	Green	The public consultation on the draft plan was completed in July 25, and a revised AQAP was developed incorporating resident feedback where feasible. This revised AQAP has been reviewed and signed-off by the GLA, Director of Public Health and Director of Environment. Final sign off is delegated to the Corporate Director of Environment and Resident Experience.	Amber	Unchanged
Develop a Borough Idling Plan.	Theme 2 - Better air quality in Haringey	Red	Amber	Red	Red	Green	No resources to progress this project at this time.	Red	Unchanged
Introduce Healthy School Zones.	Theme 2 - Better air quality in Haringey	Red	Red	Red	Red	Red	Funding for this project has ended. Work continues to deliver School Streets projects and Active Travel projects which all help to deliver healthy school environments.	Red	Unchanged
Public health programmes to promote the health and wellbeing of children and young people	Theme 3 - Happy childhoods	Green	Green	Green	Green	Green	<ul style="list-style-type: none"> <li>The Health Visiting service financial year 2025/26 have maintained the reach to women at 90% + within the 10-14 post-natal (new birth visit) timeframe, the service report a range of factors which impact on achieving the 95% target set.</li> <li>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 announcement in 2025 for improvements in school readiness by 2028, with a focus on increasing the percentage of children achieving a good level of development, public health have therefore increased the 2.5-year development current target of 80% to 85% which will commence 2026/27.</li> <li>Maternal Early Childhood Sustained Home Visiting, ( Vulnerable Parent Pathway) has seen improvements in the number of parents taking up the programme, 80 families in process and engaged , with 47 actually participating in the programme to previous quarter which was 37 families.</li> </ul>	Green	Unchanged

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Increase the number of childcare places and increase families' take up of their free entitlement to childcare.	Theme 3 - Best start in life	Green	Green	Green	Green	Green	The take up of free entitlement for working families is increasing which has led to a significant lift in funding for our nurseries.	Green	Unchanged
Co-ordinating a single youth offer across the borough, which has a focus on educational and recreational leisure-time activities for young people.	Theme 3 - Happy childhoods	Green	Green	Green	Green	Green	Youth Strategy action plan has been developed and published, reporting arrangements are now within the Early Help Strategic Partnership Board with an annual report taken to CYP Scrutiny, first report for will be taken in Sept 26. This is now considered completed and business as usual.	Green	Unchanged
Deliver two further Family Hubs: identify sites, agree service delivery model which has a close alignment with Localities and Community Hubs.	Theme 3 - Happy childhoods	Green	Green	Green	Green	Green	All four Family Hubs are operational. Three years funding has been confirmed for Haringey with additional requirements to deliver home based learning initiatives and increased focus on SEND. There is no requirement to create any further Family Hubs. This is now considered completed and business as usual.	Green	Unchanged
Deliver SEND and Inclusion Partnership Plan.	Theme 3 - Happy childhoods	Green	Green	Green	Green	Green	The service has had a recent annual engagement meeting with the Department for Education and CQC which recognised continued progress within the local area send partnership arrangements. The SEND and Inclusion improvement plan is in place and there are plans to respond to the development of a local area SEND reform action plan in early 2026. All actions are completed and now considered business as usual.	Green	Unchanged
Young people with SEND preparing for adulthood receive timely information about life choices	Theme 3 - Successful futures	Green	Green	Green	Green	Green		Green	Unchanged
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).	Theme 3 - Successful futures	Green	Green	Green	Amber	Green	98% of PEPS were approved in the last academic year . Attendance is a key Virtual School priority	Green	Unchanged

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Embed a whole family approach, as well as CYP and parent/carer voice. in Youth Justice Services (YJS).	Theme 3 - Successful futures	Green	Green	Green	Green	Green	<p>*Pilot for rent and council tax arrears has been operation for around 6 weeks, we're in the final stages of analysing the outcomes for this cohort.</p> <p>*Family Group Decision Making working group has representation from the YJS as part of the social care reform.</p> <p>*Parenting workshops is scheduled from November 25 up until March 26.</p> <p>*Examples of whole family work as part of case studies for turnaround programme</p> <p>*FFT are now co-located in YJS one day every 2 weeks.</p> <p>*Families identified for xmas hamper and half term weekend family breaks funded via Turnaround grant</p>	Green	Unchanged
Develop Education Strategy to close the gaps in attainment between pupils.	Theme 3 - Successful futures	Green	Green	Amber	Green	Green	The Strategy was approved by Cabinet in September and is now shared with our settings	Green	Unchanged
John La Rose Award to continue ensuring that young people from lower-income backgrounds have the resources to enable them to study at university.	Theme 3 - Successful futures	Green	Amber	Amber	Amber	Green	We have made small progress with new sponsors . A new promotional video has been completed	Amber	Improved
Continued progress on reducing youth violence through the Young People at Risk Partnership Network under the Young People at Risk Strategy 2019- 2029	Theme 3 - Happy childhoods	Green	Green	Green	Green	Green	Our second annual Youth at Risk Strategy Impact Report has been completed and published on our webpages. The report highlights improvement in all key performance indicators with the exception of young people becoming first time entrants which had a slight increase but has now returned to expected levels. The other area is a slight increase in suspensions and inclusions which is a key area of focus to address within the Education Thriving Learners Strategy.	Green	Unchanged
Finalise and sign off Haringey Health and Wellbeing Strategy.	Theme 4 - A healthy and active population	Green	Green	Green	Green	Green		Green	Unchanged
Finalise and sign off the Tobacco Control Action Plan.	Theme 4 - A healthy and active population	Green	Green	Green	Green	Green		Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Finalise and sign off the Haringey Sexual Health Strategy.	Theme 4 - A healthy and active population	Green	Green	Green	Green	Green		Green	Unchanged
Work with the Haringey Suicide Prevention Group to develop a Haringey Suicide Prevention Strategy.	Theme 4 - A healthy and active population	Amber	Green	Green	Green	Green	The Haringey Suicide Prevention Group remains an active and committed partnership, meeting quarterly to coordinate and strengthen local efforts to reduce suicide and support mental wellbeing across the borough. The group plays a vital role in shaping strategic priorities, sharing intelligence, and driving collaborative action among key stakeholders. A candidate has been selected for the post of Public Health Practitioner (focussing on mental health and suicide). The practitioner is due to start at Haringey Council in January 2026 and the strategy will be amended to include a new chapter on LGBTQ+ communities, which will require consultation and engagement with partners. Public Health are continuing to work with colleagues across NCL as part of the NCL Suicide prevention group.	Green	Unchanged
Reduce Gambling Harms by commencing the community awareness-raising campaign.	Theme 4 - A healthy and active population	Green	Green	Green	Green	Green	National Raising Awareness: 1. England's Deputy Chief Medical Officer visited to hear about Haringey's Gambling Harms Reduction Programme as a model of good practice and the impact of gambling. Session included presentations from our partners GamLearn - lived experience and affected others; GamCare - treatment, support and pathways of referral and Haringey comms team about our own Gambling Advertising Ban and impact of advertising. 2. We presented at National Association of Director of Public Health (ADPH) prevalence, our programme with a focus on gambling licensing applications. Working closely with Office of Health Improvement and Disparities (OHID) London and ADPH London planning a Gambling Harms Symposium for 12th March 2026. Haringey work: Gambling webinar professionals training as part of the 16 Days of Action supporting Violence Against Women & Girls late 2025. Focus Group (Community Health Champions) to understand how to reach the Polish, Jewish and Turkish community with an effective raising awareness campaign.	Green	Unchanged
Develop a VCS engagement framework	Theme 4 - A welcoming borough with a vibrant voluntary and community sector (VCS)	Green	Green	Green	Green	Green	Haringey Community Collaborative has continued to run engagement sessions and activities across varying topics and scales throughout the year, providing a range of opportunities for VCS groups to connect, learn, and seize opportunities. A summary from Q3 is included here. Forums and training: October VCS Forum (online): developing the workforce, Living Wage and winter messages. November VCS Forum (in-person, Broadwater Farm): VCS priorities update, Local Plan consultation workshop and funding support (co-hosted with Wheely Tots). Trauma-Informed Practice and Active Bystander training delivered (23 attendees total). Networks and events: Accelerate Fund Showcase (with Family Hubs). VCS Priorities Workshop (2025-26). Launch of the Haringey Refugee & Migrant Community Forum, co-chaired with Migrant Voice. Women's Creative Health Event (breast and cervical screening awareness). Outreach and partnerships: 26 engagement events, visits and meetings with VCS groups and statutory partners. Active contribution to the Health & Wellbeing Board, Borough Partnership, Safeguarding Adults and Children Boards, and the ICB VCS Alliance. International knowledge exchange with Seoul Volunteer Centre.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3OverallRAG	Q3DirectionOfTravel
Implement the Localities Programme, including projects that support the integration of health and social care, to deliver the right support at the right time to targeted residents and reduce the impact of health inequalities.	Theme 4 - Residents connected with the right support at the right time in their neighbourhoods.	Amber	Amber	Amber	Amber	Green	Haringey council has been approved as one of the lead integrator organisations along with Whittington Health NHS Trust and Haringey GP Federation for developing joined up neighbourhood models of health and care in Haringey. Current focus is on further building capacity of our multi-agency care co-ordination team for people who are frail and have long-term conditions. We are also looking at how we can involve community and voluntary sector partners in the neighbourhood model and support residents to stay fit and healthy.	Amber	Unchanged
Developing online resources to ensure information about localities is accessible to all.	Theme 4 - Residents connected with the right support at the right time in their neighbourhoods.	Amber	Green	Green	Green	Green	New Adult Social Care Directory is live and Information available on the website regarding ASC locality teams and how to access the service.	Green	Improved
Income Maximisation Delivery Group workplan and implementation.	Theme 4 - Secure and resilient lives	Amber	Amber	Amber	Green	Green	<p>Haringey continue to support residents and monitor impact including operating a Haringey Support Fund and a discretionary housing payments scheme and a focus on income maximisation for residents.</p> <p>- We continue to allocate the Household support fund where the last round saw vouchers issued to more than 9000 households and total issued payments amounting to £1,470,200.</p> <p>We are progressing the work to support financial inclusion and resilience for residents and developing plans for a Tackling Inequality service, reviewing the work of the Financial Support team and how it can be better integrated with the work of the Welfare and Income Maximisation team. The guidance for a new Crisis Resilience Fund of £5.4 million to replace Household Support Fund and Discretionary Housing payments has been issued and a working group established to oversee our approach and manage the council's response in line with the anti-poverty strategy work being undertaken by the policy team.</p> <p>In the meantime we continue with data led approaches to support our residents with a recent campaign in partnership with Thames Water delivering some excellent preliminary results. As a result of the project, 1,687 households in Haringey automatically received an average discount of £413 a year per household off their water bill.</p> <ul style="list-style-type: none"> <li>●1,687 households were automatically enrolled into a social tariff worth £696,386 a year</li> <li>○1,665 households were automatically enrolled into WaterHelp worth up to £668,470 a year</li> <li>○22 households were automatically enrolled into WaterSure worth up to £27,916 a year</li> </ul> <p>Haringey are participating in Phase 4 of the GLA Pension Credit Campaign with letters expected to be despatched in early February following successful delivery of previous campaigns which have delivered millions in extra income to pensioner households.</p>	Amber	Improved

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Improve collection of Corporate Debt.	Theme 4 - Secure and resilient lives	Amber	Green	Amber	Amber	Green	There is an active push to examine the present recovery methods, move towards a single view of customer debt and exploit successful methods further. This is in concept and planning stage presently - with initial findings due mid to late January.	Amber	Unchanged
Review and update Ethical Debt Collection policy.	Theme 4 - Secure and resilient lives	Green	Green	Amber	Green	Green	An Anti-Poverty Strategy exercise is in motion. Being supported by the Policy team a review of the ethical practices in recovery, approach and engagement with customers will form part of this piece of work. Timeframe is first draft mid-February.	Green	Unchanged
Create a co-produced Carers Offer and Forum.	Theme 4 - Secure and resilient lives	Green	Green	Green	Green	Green	The Carers strategy was approved at Nov Cabinet. Work is underway to deliver on the action plan and this includes the Co-production with Carers.	Green	Unchanged
Review and update the Carers' Strategy.	Theme 4 - Secure and resilient lives	Green	Green	Green	Green	Green	The Carers Strategy was approved by Cabinet in November 2025 and officially launched on Carers Rights Day (20 November 2025).  The Action Plan will be delivered through the existing governance arrangements of the Joint Partnership Board (JPB) and associated Reference Groups. The governance and approach will be further developed with the JPB in Q4.	Green	Improved
Implement the Carer and Hospital Discharge Toolkit.	Theme 4 - Secure and resilient lives	Green	Green	Green	Green	Green	As previously reported the project is now live and referrals are being received. Discussions with Carers First are ongoing in regards to the temporary additional support.	Green	Improved
Develop an approach for greater alignment with Young Carers activity.	Theme 4 - Secure and resilient lives	Amber	Amber	Amber	Amber	Amber	Children's Services will be engaged in our Carers Co-production governance going forward to ensure that young Carers are represented in implementation and oversight of the Carers Strategy.	Amber	Improved

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Development and implementation of the Period Dignity Coordination Group to lead on tackling period poverty across Haringey.	Theme 4 - Secure and resilient lives	Green	Amber	Amber	Green	Green	A new lead officer has been appointed to take this work forward. The officer group continues and will focus on requests from a Partnership Roundtable that is led by Royal Free Trust. Current focus in on gathering data, particularly related to Schools - The principal Education Welfare Officer is now linked in to this workstream. As well as a whole-borough approach to comms with work on linking partners to promote a united message.	Green	Unchanged
Services will be redesigned to deliver localities model to improve connections and understanding with the local community, designed with resident participation and incorporating Assistive Technology.	Theme 4 - Vulnerable adults are supported and thriving.	Amber	Amber	Amber	Amber	Green	<p>The next stage of the Adult Social Care Front Door redesign will focus on strengthening alignment between existing staff roles, ways of working and digital capability, building on learning from current demand and resident experience. This includes working closely with Corporate Digital colleagues to improve and better integrate digital pathways, ensuring that online and assisted contact routes support effective triage, clearer information sharing and more timely responses. The emphasis will be on improving consistency, visibility of case progress and internal hand-offs, rather than introducing entirely new processes, allowing the Council to enhance resident experience while maintaining service stability and managing ongoing demand pressures.</p> <p>The digital roadmap is focused on fundamentally improving how residents, carers and professionals experience Adult Social Care at the point of contact, while also strengthening operational grip, consistency, and assurance for the Council. At its core, the roadmap supports the move to the new ASC Front Door operating model by making it easier for people to find the right information, submit referrals in a clear and person-centred way, and understand what will happen next. Day One delivery prioritises redesigned online information and advice, improved referral and safeguarding forms, and the creation of structured digital work queues. This enables earlier triage, clearer decision-making, and better management of expectations, including around potential care costs, while reducing duplication, avoidable contact, and unnecessary escalation.</p> <p>Alongside improving resident experience, the roadmap is designed to strengthen professional practice and system resilience. Digital tools will support staff to work more efficiently and consistently by standardising how information is captured, summarised, and routed, improving oversight of demand, and enabling clearer prioritisation of work across the Front Door. Integration between digital platforms and core case management systems will be phased and proportionate, ensuring service continuity while creating a foundation for future automation and insight. Over time, the roadmap enables more preventative and proportionate responses, better use of data and management information, and a scalable digital architecture that can adapt as service demand and policy requirements evolve, without over-committing to unproven solutions at this stage.</p>	Amber	Unchanged
Implementation of a strength-based approach to assessments and review, which recognises residents' and carers' unique qualities throughout services.	Theme 4 - Vulnerable adults are supported and thriving.	Green	Green	Green	Green	Green	Monthly audits are ongoing. Following the safeguarding review, 22 additional safeguarding cases were audited and the learning has been shared. Quarterly induction sessions continue for all new ASC staff. ASC Forums are held monthly and a new session has been introduced for Service Manager. A Workforce Development Plan, aligned with ASC improvement priorities, will be developed in Q4.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Work with disabled people to explore changes in charging policy for people requiring independent living support.	Theme 4 - Vulnerable adults are supported and thriving.	Red	Amber	Amber	Amber	Amber	No further updates at this stage.	Red	Unchanged
Review and improve the Direct Payments offer.	Theme 4 - Vulnerable adults are supported and thriving.	Green	Green	Green	Green	Green	The existing contract for the provision of peer-based Direct Payment Support Service and Personal (Care) Assistant Market Development and Matching Service has been extended for a further 6 months. Work is underway on the commissioning review of the contract with a view to re-tendering for the service.  The number of residents receiving a Direct Payment continues to rise, now reaching approximately 770.	Green	Improved
Improve financial outcomes for residents by ensuring funding arrangements for care are sourced and allocated from the correct funding stream.	Theme 4 - Vulnerable adults are supported and thriving.	Amber	Amber	Amber	Amber	Amber	Project Team remains in place providing early intervention from Hospital Discharge, ensuring appropriate care arrangements and funding sources in place.	Amber	Unchanged
Refurbishment of the Canning Crescent clinic to create a new Adult Mental Health Facility.	Theme 4 - Vulnerable adults are supported and thriving.	Green	Amber	Green	Green	Green		Green	Improved

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Working in partnership to reduce health inequalities to meet our ambition of equitable access, experience and outcomes.	Theme 4 - Vulnerable adults are supported and thriving.	Green	Green	Green	Green	Green	<p>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.</p> <p>We deliver targeted work to protect communities at higher risk of outbreaks of diseases, including the Charedi community in Haringey and Hackney. This resulted in major increases in uptake of MMR vaccination within the community to increase protection against measles, following a recent outbreak.</p> <p>We have also worked with NHS England to influence academy chains to improve their processes to improve vaccination uptake, including 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.</p> <p>We continue to work to improve the uptake of Abdominal Aortic Aneurysm Screening, in partnership with the NHS provider. We contribute to improving uptake of cancer screening services for groups with lower uptake.</p> <p>We work with 7 local Voluntary &amp; 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</p>	Green	Unchanged
Improvements in transitions for younger adults. Promoting wellbeing and independence and finding innovative solutions to meet their needs and enhance their autonomy. This may be through education, volunteering opportunities and paid employment.	Theme 4 - Vulnerable adults are supported and thriving.	Amber	Amber	Amber	Amber	Amber	The Partners in Care and Health report will be progressed in Q4.	Amber	Decreased

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3OverallRAG	Q3DirectionOfTravel
Preparing for CQC Assurance inspection, with the aim of achieving an outcome of "Good"	Theme 4 - Vulnerable adults are supported and thriving.	Amber	Green	Green	Amber	Amber	The ASC Improvement Plan was shared with staff in 2 Lunch and Learn sessions in November 25. The Deputy DASS will commence in post in January 2026 and the permanent Principal Social Worker will commence in post in March 2026. Recruitment for key positions, including safeguarding roles and a Service Manager for Social Work Practice and Quality Assurance, will be progressed in Q4.	Amber	Decreased
Adopt a New Local Plan.	Theme 5 - Building high-quality, sustainable homes	Green	Green	Amber	Green	Green	Consultation on Draft Local Plan took place from 10 October 2025 to 19 December 2025.	Green	Unchanged
Meeting our housing target by granting planning permissions in accordance with our policies and quality standards, through our Development Management and Building Control services.	Theme 5 - Building high-quality, sustainable homes	Amber	Green	Green	Amber	Green	The Planning Service continues to have excellent performance for determining major applications. A new Local Plan is under preparation to support increased levels of housing delivery in the borough. It is to be noted that the delivery of consented homes is outside of the Council's control. The market for new build residential is currently very weak due to viability and other challenges which could put delivery of this target at risk.	Green	Unchanged
Building new council homes.	Theme 5 - Building high-quality, sustainable homes	Green	Green	Amber	Amber	Green	As at 31st December 2025 we have completed 893 new homes with a further 115 delayed by Building Control resourcing issues and should PC in early January 2026. Work has commenced on a further 1,359 new homes with current tenders out for a further 454 new homes and acquisitions totalling 194 new homes pending exchange of contracts. This will bring the total to 2,900 new homes to date	Green	Unchanged
Develop Housing Delivery Strategy and priorities for 2032 and beyond.	Theme 5 - Building high-quality, sustainable homes	Green	Green	Amber	Green	Green		Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Commission a new strategy to guide the delivery of new supported housing.	Theme 5 - Building high-quality, sustainable homes	Amber	Green	Amber	Amber	Green	A commissioned review analysing the need for supported housing in Haringey across different cohorts was completed in May 2025. We are still waiting for government to publish guidance and regulations on the formulation and adoption of Supported Housing Strategies as required by the Supported Housing (Regulatory Oversight) Act 2023: LGA advice is not to produce a strategy until that guidance has been published. We have been actively monitoring this through the Supported Exempt Accommodation Board, and we are engaged in discussions about the possibility of a subregional analysis of demand.	Amber	Unchanged
Prepare a strategy on the future needs of housing for older people in Haringey,	Theme 5 - Building high-quality, sustainable homes	Green	Green	Green	Green	Green	Engagement, codesign and strategy development completed. A draft strategy is going to March 26 Cabinet with consultation and adoption to follow. During Q3, the draft OP's Housing Strategy has been scrutinised through internal governance and in detailed discussion with the Cabinet Member for Housing and Planning and the Cabinet Member for Health, Social Care, and Wellbeing.	Green	Unchanged
Complete void works to existing and newly acquired properties to bring up to a lettable standard.	Theme 5- Improving social housing and the private rented sector	Amber	Green	Amber	Amber	Green	Improvements to the service have been made, where changes to the management and teams across the Housing Repairs Service have assisted in the oversight and resource allocation in this area. This has been supported by an increased budget and new contracts being implemented to ensure appropriate resources are allocated. Progress against the pipeline of current void properties has been lower than initially projected, due to the previous ongoing union negotiations and procurement timescales, both of which have since been resolved. Sustained demand from the Neighbourhood Moves scheme through our new build programme, representing 18% (60) of the 330 new voids since April 2025. During the same period, 276 properties have been made ready for let. This therefore indicates that the 1% target will be challenging to achieve, however we are reviewing the end-to-end process in full, including analysis of the varying processes across all types of voids and teams involved in the process across Housing Services. This will enable focus on improvements at key stages to reduce turn-around times.	Amber	Decreased

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Deliver retrofit improvements in our housing stock, improving energy performance and reducing Fuel Poverty.	Theme 5- Improving social housing and the private rented sector	Amber	Red	Green	Amber	Green	<p>Project: Coldfall &amp; Tower Gardens North (Wave 2.2) Grant-funded scheme via Social Housing Decarbonisation Fund in partnership with DESNZ. Contract signed August; mobilisation completed September. Construction due to commence in late October was postponed due to design and spec amendments. Site setup and pre-installation inspections nearing completion and works due to start in February. Project Change Request submitted to DESNZ for revised completion date and reprofiled spend; approval expected shortly. Necessary grant spend incurred before September deadline set by DESNZ. Resident and freeholder queries being addressed by Project Team.</p> <p>Project: Retrofit Decency Works (Wave 3) Bid successful; milestone met. £3.29m grant funding allocated via Warm Homes Social Housing Fund (Wave 3) through joint bid with London Councils Retrofit London Consortium (27 providers: 21 LAs, 6 HAs). Programme runs 2025–2028. 8 retrofit assessments completed per week; 200 completed to date. Coordinator and Designer consultants onboard; design packs in production. No works until next financial year when Partnering contract becomes operational. First-year funding reprofiled within consortium; expected recovery in later years.</p> <p>Housing Energy Action Plan review scheduled for 2026 to align with Government’s Minimum Energy Efficiency Standards and Home Energy Model changes to EPCs.</p> <p>Time: Amber – Individual projects progressing well, but strategic target of 1,500 retrofits/year not feasible under current budget and resource constraints.</p> <p>Budget: Red – Budgets for first two projects approved and secure, but programme-level viability depends on external funding; government deadlines remain challenging.</p>	Red	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Deliver Council Housing Energy Action Plan.	Theme 5- Improving social housing and the private rented sector	Red	Amber	Green	Amber	Green	<p>Project: Coldfall &amp; Tower Gardens North (Wave 2.2) Grant-funded scheme via Social Housing Decarbonisation Fund in partnership with DESNZ. Contract signed August; mobilisation completed September. Construction due to commence in late October was postponed due to design and spec amendments. Site setup and pre-installation inspections nearing completion and works due to start in February. Project Change Request submitted to DESNZ for revised completion date and reprofiled spend; approval expected shortly. Necessary grant spend incurred before September deadline set by DESNZ. Resident and freeholder queries being addressed by Project Team.</p> <p>Project: Retrofit Decency Works (Wave 3) Bid successful; milestone met. £3.29m grant funding allocated via Warm Homes Social Housing Fund (Wave 3) through joint bid with London Councils Retrofit London Consortium (27 providers: 21 LAs, 6 HAs). Programme runs 2025–2028. 8 retrofit assessments completed per week; 200 completed to date. Coordinator and Designer consultants onboard; design packs in production. No works until next financial year when Partnering contract becomes operational. First-year funding reprofiled within consortium; expected recovery in later years.</p> <p>Housing Energy Action Plan review scheduled for 2026 to align with Government’s Minimum Energy Efficiency Standards and Home Energy Model changes to EPCs.</p> <p>Time: Amber – Individual projects progressing well, but strategic target of 1,500 retrofits/year not feasible under current budget and resource constraints.</p> <p>Budget: Red – Budgets for first two projects approved and secure, but programme-level viability depends on external funding; government deadlines remain challenging.</p>	Amber	Improved
Deliver an Affordable Energy Strategy.	Theme 5- Improving social housing and the private rented sector	Green	Green	Green	Amber	Green	We are not planning on updating the strategy at this moment in time. We expect we will review the strategy, and to what extent, after the elections take place.	Green	Unchanged
Deliver our Decent Homes programme.	Theme 5- Improving social housing and the private rented sector	Green	Green	Amber	Green	Green	As at the end of Q3 675 homes have been made decent in the year to date against the target of 987 for the year 2025/26. our internals programme is on site and our external MTC scheme is being mobilised. Long term partnering contracts have been procured to provide the capacity required to meet our target of 100% decency by the end of 2028	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Improve quality of Private Rented Sector (PRS) through the Council's property licensing schemes by ensuring standards are met at application stage through compliance inspections.	Theme 5- Improving social housing and the private rented sector	Green	Green	Green	Green	Green	<p>The number of licences issued in Q3 = 1416.</p> <p>As of Quarter 3 the accumulative total number of licences received= 3732.</p> <p>The overall target for number of licences issued in 2025/26 is 4000.</p> <p>The number of compliance inspections undertaken in Q3 = 1360</p> <p>As of Q3 the accumulative total of inspection undertaken = 3747</p> <p>The overall target for number of compliance inspections undertaken in 2025/26 = 4000</p> <p>The team will meet the target by the end of Q4 and may even exceed the target set within this objective.</p>	Green	Unchanged
Undertake a full review of all policies relating to our tenants and leaseholders in our role as their landlord.	Theme 5- Reliable, customer-focused resident housing services	Amber	Green	Green	Green	Green	A Tenancy Management Policy and Tenancy Strategy were approved at October's Cabinet. An Anti-Social Behaviour Policy and Good Neighbourhood Management Policy were approved at December's Cabinet. An updated Damp and Mould Policy to reflect Awaabs Law coming into force is due at January's Cabinet for approval. The Clear Communal Areas Policy and Garage Allocations Policy are both due to go for Cabinet Member signing in January. A Downsizing Policy is going to March cabinet for approval.	Green	Unchanged
Deliver our Housing Improvement Plan.	Theme 5- Reliable, customer-focused resident housing services	Amber	Green	Green	Green	Green	As per previous updates, 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 focussing 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 DAHA work planned for 24/25 has been completed, and 25/26 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. Time is at Amber due to extensions needed on a small number of items from the first plan. Regulatory Notice lifted December 2025	Green	Unchanged
Implement the new consumer standards across our services to meet our obligations under the new social housing regulation regime.	Theme 5- Reliable, customer-focused resident housing services	Green	Green	Green	Green	Green	As per previous updates, Housing Services have implemented the consumer standards and successfully completed the mock inspection objective in Q3 of 2024/25. To achieve this, Housing Service colleagues and the PMs on the Housing Change team formed an inspection preparation team reporting into the Housing Service Management Team. The team engaged the Housing Quality Network (HQN) to undertake a mock inspection against the updated consumer standards in Sept and Oct. Preparation work completed included an away-day for housing service managers held with the HQN inspection team, an internal planning session with all senior managers, all people managers being briefed on the inspection at our Housing Leadership Forum, and all housing staff invited to two HQN led online lunch-time briefing sessions with a good turn-out at both sessions. The inspection team gathered and submitted all information for the self-assessment against the consumer standards and for the accompanying document request list. The team also developed an inspection action plan to address gaps identified by the self-assessment. The interview and reality checking schedules were agreed with HQN and the HQN inspection team completed the mock inspection in the timescale set. We received the final mock inspection report and achieved a positive C2 rating alongside recommendations for further improvement in some areas. We agreed an Inspection improvement Plan with the Housing Improvement Board in December 2024, in order to respond to the recommendations, and implementation of this plan has commenced and is reporting to the Housing Improvement Board at each six-weekly meeting (it is understood delivery of this plan will become a new separate CDP objective).	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Reduce rent arrears and boost income collection rates.	Theme 5- Reliable, customer-focused resident housing services	Green	Green	Green	Green	Green	As per previous updates, the Income Collection team exceeded the 2024/25 year-end collection target set. As at November 25 (the latest figures available), the Income Collection team are currently 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 seen as on track / green and achievable at the current time.	Green	Unchanged
Provide more accessible housing management services.	Theme 5- Reliable, customer-focused resident housing services	Green	Green	Green	Green	Green	As per previous updates, we are providing more accessible Housing Management Services and have already met the objective set. Our Tenancy Management service has established weekly engagement surgeries at the Neighbourhood Resourcing Centre and Wood Green Library with housing officers in attendance. The Resident Engagement team are also running monthly resident engagement surgeries. To further strengthen our approach in this area, the Head of Tenancy Management is reshaping the Tenancy Management structure and this will reduce housing officer patch sizes to enable better engagement with residents. As per the previous update, this is going through formal consultation in line with organisational change procedures.	Green	Unchanged
Collect household profile information and use resident data to shape and deliver excellent housing management services.	Theme 5- Reliable, customer-focused resident housing services	Red	Green	Amber	Amber	Green	Housing Services tenancy management staff continue to collect household profile information on tenancy audits / welfare checks and this is helping to improve the quality of resident data that we hold on our housing database. Power BI dashboards have been created for household profile information, vulnerability and Tenancy Management visits and are helping to improve our knowledge of customers and ensure we target our housing services more effectively. Following significant delays getting the resource agreed, as set out in previous updates, a six month agency resident contact and data officer is now in post and this role is working to improve the quality of both household profile and vulnerability data. A Tenancy Data Improvement Plan has also been developed by the Improvement Team to set out how Housing Services and Digital aim to improve data collection, data systems, and data analytics over coming years.	Amber	Unchanged
Acquire 150 new homes to use as high-quality temporary accommodation or other non-secure housing.	Theme 5 - A reduction in temporary accommodation	Amber	Green	Amber	Green	Green	115 properties have been acquired to the end of Q3. There are a further 46 individual properties working through the legal process. We are also working on the acquisition of 120 properties through block purchases, that are due to be acquired in year. There are 80 properties with Housing Delivery technical team being prepared for void works to be undertaken. Further procurement is in process to deliver the void works required to these properties.	Green	Unchanged
Refresh temporary accommodation (TA) placements policy and PRS discharge policy.	Theme 5 - A reduction in temporary accommodation	Amber	Green	Green	Green	Green	Workshop with internal partners to further shape policy has taken place. Due to cabinet schedule and election, Policy not planned for June Cabinet. Service modernisation work to enable policy is being scoped.	Green	Improved

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Improve standards in TA by increasing the number of tenancy audits and improving void turnaround time.	Theme 5 - A reduction in temporary accommodation	Amber	Green	Amber	Green	Green	We continue to undertake occupancy checks. The new contract for void works for private sector leases used as temporary accommodation mobilised slower than expected but is now in place, however council-resources are still required to support this and the council is still under-resourced in his area, partly due to the challenge of recruiting building surveyors. We expect to continue to bring void PSL properties into use in Q4.	Green	Decreased
Reduce the use of bed and breakfast (B&B) and move those in B&B to alternative TA or Permanent Accommodation	Theme 5 - A reduction in temporary accommodation	Green	Green	Green	Green	Green	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 remaining placements in Haringey and Enfield. Remaining hotels to be decanted March 26 when block booking expires.	Green	Improved
Provide better support for single homeless households with complex needs. Identify suitable support for vulnerable adults placed in TA.	Theme 5 - A reduction in temporary accommodation	Green	Green	Green	Green	Green	Two dedicated singles Rehousing Officers now in place to develop consistent and effective move on plans and support for singles. Vulnerable singles over the age of 55 being initially prioritised. Contract with Home Connections from January 2026 will provide additional supported and independent accommodation outside of Haringey for people over 55 along with case management support to access it	Green	Improved
Improve our access to private rented sector accommodation as a long-term housing solution by improving our offer to landlords and working with landlords raising their awareness of our offer.	Theme 5 - A reduction in temporary accommodation	Red	Red	Red	Amber	Amber	As reported in Q2, this is no longer a workstream in the housing demand programme due to competing priorities. Being better able to bring void properties into use and complete will continue to support our use of private sector leases. However, more work to support our access to homes owned by private landlords is necessary.	Red	Decreased
Develop a new Housing Allocations Policy.	Theme 5 - Preventing and reducing homelessness and rough sleeping	Amber	Green	Green	Green	Green	A decision was taken to postpone consultation until May 2026 to allow service more time to plan for implementation of the policy. Discussions in progress with senior housing leads as to whether further review of draft policy is needed.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3OverallRAG	Q3DirectionOfTravel
Co-produce a new Homelessness Strategy with partners in the borough.	Theme 5 - Preventing and reducing homelessness and rough sleeping	Amber	Green	Green	Green	Green	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.	Green	Unchanged
Improve data collection to ensure rapid accommodation options are available for people who are rough sleeping.	Theme 5 - Preventing and reducing homelessness and rough sleeping	Green	Green	Green	Green	Green	We continue to prioritise emergency accommodation solutions for individuals experiencing rough sleeping. Increased utilisation of OG beds, including for SWEP clients, and the female crash pad has expanded capacity. We are also seeing a higher volume of referrals from the Finsbury Park floating hub project. Monthly voids utilisation meetings continue to improve move-on pathways and ensure accommodation is used effectively.	Green	Unchanged
Bid for available revenue and capital funding to build more accommodation for people rough sleeping.	Theme 5 - Preventing and reducing homelessness and rough sleeping	Amber	Green	Green	Amber	Green	We currently have two void properties and have received two referrals: one client was assessed but declined the service due to concerns about personal safety and securing their front door, while the second client has not yet been assessed as they were in prison, released on 30/01/2025, and subsequently recalled. An additional referral from Pathways is expected. One property was repossessed after being occupied by squatters; void works have been completed, and furniture repurchasing is underway to make the flat lettable.	Green	Decreased
Improve move-on rates into the private rented sector for people affected by rough sleeping	Theme 5 - Preventing and reducing homelessness and rough sleeping	Green	Green	Green	Green	Green	Limited PRS supply and affordability constraints. Focus on launching move on protocol at the staff away day in February, with KPIs to measure success/challenges	Green	Unchanged
Raising awareness of adult and child exploitation and modern slavery making information about exploitation more accessible through the Council's website, media campaigns and local engagement.	Theme 6 - Secure and supported communities	Green	Amber	Amber	Green	Green	Haringey Council's website has a range of resources about Modern Slavery (Modern slavery   Haringey Council). The Joint Strategic Needs Assessment for Modern Slavery has recently been developed in collaboration with partners and published online (Modern Slavery - Joint Strategic Needs Assessment (JSNA) (haringey.gov.uk)). The Council inbox for Modern Slavery provides information on national services and the NRM, and links to a Modern Slavery training video produced by Haringey Council.  Public Health, Community Safety, and Housing Related Support are working in partnership with Enfield and MPS to improve responses to women engaged in on-street sex work who may be experiencing sexual exploitation and trafficking. In September LBH successfully bid for £5k from the Violence Reduction Unit Critical Incident Fund, to enable Streets Kitchen to undertake trauma informed, women-only outreach in the Fore Street area – enabling improved access to help and support and engaging women in the area to inform strategic decision making.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Invest in street lighting, changing streetlights to LED and installing additional lighting in areas where residents don't feel safe.	Theme 6 - Secure and supported communities	Green	Green	Green	Green	Green	Annual programme delivered on time and budget	Green	Unchanged
Designing crime prevention interventions and tackling crime and anti-social behaviour (ASB) issues generally as part of Shaping Tottenham (including work in Bruce Grove, Seven Sisters and Northumberland Park as priority areas) and Shaping Wood Green.	Theme 6 - Secure and supported communities	Green	Amber	Amber	Green	Green	<p>A rolling programme of 'days of action' which includes many locations across the borough at ward level helps to address crime or anti-social behaviour issues.</p> <p>The ASB Enforcement Team focuses its efforts on building cases on high level ASB (drugs, violence, harassment, stalking etc) but does not patrol or take on thematic problems in areas.</p> <p>With regards to Shaping Tottenham, LBH and partnership resources have gone into 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, 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.</p> <p>Re Shaping Wood Green, 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 targetted work with Veolia, Waste and Homelessness Colleagues to combat problematic rough sleeping in the Bury Road Car Park area.</p>	Green	Unchanged
Increase the number of safe havens in local businesses for women to use at night.	Theme 6 - A reduction in violence against women and girls (VAWG)	Green	Green	Green	Green	Green	Haringey has a number of existing Safe Havens who have received training previously. 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 - establishing 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 bar / pubs, café, 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.	Green	Unchanged
Coordinate and introduce a VAWG residents association, and a training offer for residents.	Theme 6 - A reduction in violence against women and girls (VAWG)	Amber	Amber	Amber	Amber	Amber	The current Resident Voice Board is engaged in various areas of VAWG work as and when their involvement is appropriate. Haringey's 10-year VAWG strategy comes to an end in 2026, and the Resident Voice Board will be consulted within the development process for the new strategy. Hearthstone and Housing colleagues are working on the development of a training offer for residents – further details will be shared once confirmed.	Amber	Unchanged
Create a VAWG and housing pathway that supports all teams in both internal housing and external domestic abuse services.	Theme 6 - A reduction in violence against women and girls (VAWG)	Green	Green	Green	Green	Green	Final housing procedure/pathway has been signed off and this is complete. Relevant bitesize intro sessions to follow.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Hearthstone to collaborate with Haringey Repairs Team to develop an improved service offer and process for the Sanctuary scheme.	Theme 6 - A reduction in violence against women and girls (VAWG)	Green	Green	Amber	Amber	Green	Haringey repairs service to provide detail as to who will be coordinating the Sanctuary works via their service in terms of surveying. This will assist with the draft policy. There are designated officers allocated to manage the works coordination.	Green	Unchanged
Continue to improve our housing response to domestic abuse by working towards Domestic Abuse Housing Accreditation (DAHA) within Housing Demand and Placemaking and Housing.	Theme 6 - A reduction in violence against women and girls (VAWG)	Amber	Green	Amber	Green	Green	As per previous updates, Housing Services continues to make positive progress against this objective following the Residents Domestic Abuse & VAWG policy being approved by Haringey Council's Cabinet in December 2024. The staff Domestic Abuse policy was approved by trade unions and was live as of September 2024. Work to embed these policies continues, with training being planned for all staff and enhanced training for staff in Housing Demand and Housing Services. We are seen as broadly on track to achieve DAHA accreditation and plans for this will need to be discussed with the new interim Director of Housing.	Green	Decreased
Providing hate crime awareness training and briefing sessions to front line organisations, including Council staff and schools.	Theme 6 - A reduction in hate crime	Green	Green	Green	Green	Green	Staff and partners trained and better equipped to support victims of hate crime and awareness raising – 150 (figure increased due to high activity uptake during NHCAW) in total for q1-3 – 220. Target exceeding.	Green	Unchanged
Create and distribute resources to support the Hate Crime Strategy, that raise awareness of hate crime, its definition and how we can prevent it, as well as organising community meetings, to provide spaces for victims' feedback to be heard.	Theme 6 - A reduction in hate crime	Green	Green	Green	Green	Green	Target is 12, this is going to be hard to achieve as we have reduced the number of HCDG/ Tensions monitoring to 1 per Q instead of 2. We held an emergency HCDG/tensions monitoring in Q3 as well as the standard HCDG. We have however held 3 multi agency meetings to discuss the offensive graffiti in Markfield park. This could go towards our target of 12.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
In preparation for LBoC, develop and support a borough wide tourism offer in Haringey.	Theme 7 - Promoting an ambitious culture programme for Haringey	Green	Amber	Amber	Amber	Green	<ul style="list-style-type: none"> <li>•A London Borough of Culture Marketing Strategy is now active and includes key tactics, to ensure Haringey is platformed and considered a key cultural destination.</li> <li>•Haringey is actively taking part in boroughwide festivals – London Festival of Architecture, Open House, Black History Month etc. engaging visitors from across London and beyond.</li> <li>•BCM&amp;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.</li> <li>•The Bruce Castle Heritage Quarter map and trail (produced collaboratively by Bruce Castle Museum &amp; 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.</li> <li>•BCM&amp;A hosted a visit with volunteers, helpers and staff from the Queer Museum in Camden. The visit included workshops highlighting the work of BCM&amp;A with partners to develop the Haringey Vanguard Collection and to showcase the first permanent LGBTQ+ gallery at BCM&amp;A. This in turn is leading to other collaborative work between the museums in the future.</li> <li>•BCM&amp;A has developed its offer of candle-lit evening tours for 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.</li> <li>•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 8000 impressions.</li> <li>•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</li> </ul>	Amber	Unchanged
Promote and elevate arts and culture initiatives and borough wide programmes	Theme 7 - Promoting an ambitious culture programme for Haringey	Green	Green	Green	Green	Green	<ul style="list-style-type: none"> <li>•An Open Call was developed for LGBT+ HM in December with a dedicated engagement plan developed to ensure the opportunity reached artists and organisations across the borough.</li> <li>•Posts promoting our BHH365 programme achieved over 51,000 impressions and over 2,800 engagements across our corporate social media channels.</li> <li>•The BHH365 programme was promoted throughout October in Haringey People Extra newsletter, sent to over 18,000 subscribers and via digital screens on high streets and in council offices.</li> <li>•BCM&amp;A continues its work with Jacksons Lane to complete the National Heritage Lottery Funded 50th anniversary year, advising on and taking in permanently Jacksons Lane’s archive and oral history collection. Work is in progress to mark the deposit with a temporary exhibition at Bruce Castle in January 2026.</li> <li>•Our LBOC newsletter continues to go from strength to strength with over 5,000 active subscribers. In this quarter we also established new social channels for Haringey Culture Collaborative (HCC), leveraging the following on our main corporate channels to help increase reach and grow HCC’s audience.</li> </ul>	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Ensure participation in arts and culture events is reflective of our borough's communities.	Theme 7 - An inclusive approach to arts & culture participation	Green	Green	Green	Green	Green	<ul style="list-style-type: none"> <li>The Culture team co-produced the BHH365 programme with 18 local partners, ensuring the programme reaches and is relevant to Black communities in Haringey. With over 80 events happening across the borough.</li> <li>The BHH365 Launch event included performances by local Black artists and a panel discussion about the Black Parents Movement, marking the 50th anniversary of the movement.</li> <li>The panel was chaired by Kenneth Tharp, and included Roxy Harris, Nels Abbey and Paulette Henry, all local residents.</li> <li>The event had 80 people in attendance and was held at Wolves Lane Centre.</li> <li>An LGBT+ HM Open Call was announced in December, aiming to increase representation by the LBGTQ+ community in local creative events</li> <li>Haringey Culture Collective's new CEO Clara Dublanc was appointed in November and is a local resident</li> <li>Engagement Plans to reach priority groups are in development and actively aiming to increase participation by residents in local activity.</li> <li>The popular Festive Designers' and Vintage Fair at Bruce Castle returned (after 2-year absence due to the major capital works), drawing in hundreds to enjoy stalls from small vintage traders, artists and designers showcasing and selling their work. The Fair was supported by volunteers from the Friends of Bruce Castle.</li> <li>With support from the Arts Council's Museum Renewal Fund, a lively festive programme of free activities supported dementia and reminiscence sessions for elders and those living with dementia; free family activities and resources in our dedicated Family Room at Bruce Castle; free arts and crafts workshops for families with local creatives and a festive tree trail; free lino-print festive card workshops with creative Sunbul Akhtar (Night Press); and specialist free heritage talks with History On The Move, with hands-on and accessible object-handling, open to all.</li> </ul>	Green	Unchanged
Ensure youth voice is integral to the council's arts & culture decision making, planning and programming, particularly in preparation for LBoC.	Theme 7 - An inclusive approach to arts & culture participation	Green	Amber	Green	Green	Green	<ul style="list-style-type: none"> <li>The LBoC team is developing a Creative Youth Strategy for LBoC.</li> <li>Young people were involved in the recruitment of the CEO for Haringey Culture Collective and the recruitment of the LBOC branding agency.</li> <li>Young people delivered the creative performances for the BHH365 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 / collages.</li> <li>A LBOC project is in development- Disrupt, which is a children and youth-led leadership programme, placing young people at the heart of shaping creative activity whilst gaining training, development and creative participation experiences.</li> <li>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. The event was organised by Haringey Creates and its partners with the help of local young people.</li> <li>Bruce Castle Museum with colleagues in Haringey's Youth Engagement Team, provided the platform for an evening of democracy in action to support young candidates delivering their manifestos for Haringey's first Youth Election of leaders for the Youth Panel in October 2025.</li> <li>BCM&amp;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.</li> </ul>	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Develop a creative volunteering / champions programme in collaboration with our cultural venues, VCS and other relevant partners.	Theme 7 - An inclusive approach to arts & culture participation	Green	Amber	Amber	Green	Green	This work is on track. As part of London Borough of Culture, working alongside local partners, a Volunteer Strategy is in development.	Green	Unchanged
Develop creative education programmes in collaboration with the borough's local Cultural Education Partnership, in response to Rebel Borough theme.	Theme 7 - An inclusive approach to arts & culture participation	Green	Amber	Green	Green	Green	<ul style="list-style-type: none"> <li>•Culture Team continue to work closely with Arts Council England, Heritage Lottery and GLA to increase opportunities and dialogue with local culture venues and organisations.</li> <li>•Local culture infrastructure is being mapped and data collected to build a picture of local arts provision and participation.</li> <li>•There is strong collaboration with colleagues across the council to ensure there is a strategic approach to arts &amp; culture planning</li> <li>•A Meet the Funders event, held in partnership with GLA, was held in October, where local venues and organisations attended to meet and hear from funding providers – ACE, GLA etc.</li> <li>•Culture Team worked closely with Planning colleagues to inform the Culture chapter of the Local Plan</li> <li>•The Culture Team continue to work with teams across the council to ensure artists and creatives are actively engaged in commissions and funding opportunities. i.e. the Carbon Fund and Civic Centre planning.</li> <li>•BCM&amp;A has had visits from Historic England showcasing the work delivered with investment from ACE etc.</li> </ul>	Green	Decreased
Adopt a more strategic approach to investment in the borough's arts & culture assets	Theme 7 - A cultural infrastructure to be proud of	Green	Amber	Green	Green	Green	<ul style="list-style-type: none"> <li>•Culture Team continue to work closely with Arts Council England, Heritage Lottery and GLA to increase opportunities and dialogue with local culture venues and organisations.</li> <li>•Local culture infrastructure is being mapped and data collected to build a picture of local arts provision and participation.</li> <li>•There is strong collaboration with colleagues across the council to ensure there is a strategic approach to arts &amp; culture planning</li> <li>•A Meet the Funders event, held in partnership with GLA, was held in October, where local venues and organisations attended to meet and hear from funding providers – ACE, GLA etc.</li> <li>•Culture Team worked closely with Planning colleagues to inform the Culture chapter of the Local Plan</li> <li>•The Culture Team continue to work with teams across the council to ensure artists and creatives are actively engaged in commissions and funding opportunities. i.e. the Carbon Fund and Civic Centre planning.</li> <li>•BCM&amp;A has had visits from Historic England showcasing the work delivered with investment from ACE etc.</li> </ul>	Green	Improved
Deliver an Arts & Cultural Strategy with clear, shared priorities	Theme 7 - A cultural infrastructure to be proud of	Green	Green	Green	Green	Green	This action is complete, Arts and Culture Strategy approved by Cabinet in October 2024	Green	Unchanged
Working alongside key partners develop a Libraries Strategy	Theme 7 - A cultural infrastructure to be proud of	Green	Green	Amber	Green	Green	This action is complete, Libraries Strategy approved by Cabinet in January 2026 along with individual Library Development Plans for all nine libraries.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Successfully deliver existing capital programmes in the borough's culture assets- Libraries and Bruce Castle Museum.	Theme 7 - A cultural infrastructure to be proud of	Green	Green	Green	Green	Green	The Grade 2 listed west boundary wall capital works at Bruce Castle has been completed, delivered by Corporate Landlord. Major Capital Works Team carrying out feasibility plan for condition works at Bruce Castle Museum - ongoing and progressing through the different RIBA stages.	Green	Unchanged
Working collaboratively with the strategic partner to ensure Haringey's VCS is thriving and actively engaged in borough initiatives.	Theme 7 - A highly engaged, responsive and collaborative VCS	Green	Green	Green	Green	Green	<p>HCC support in Q3 focused on sustainability and resilience, particularly for small and grassroots organisations:</p> <p>Financial resilience: tailored 1:1 funding support, continuation funding for Accelerate Fund groups, and targeted promotion of appropriate grant programmes.</p> <p>Collaboration and voice: co-hosting forums and networks in community venues, strengthening local connections and embedding VCS voice in borough-wide boards and strategies.</p> <p>Volunteering capacity: volunteer coordination for both routine roles and emergency response, alongside development of a more joined-up volunteer infrastructure.</p> <p>Quality and learning: delivery of safeguarding, trauma-informed and bystander training, and ongoing feedback loops to improve events and services.</p> <p>Headline impact</p> <p>Direct VCS support: 60 organisations received 1:1 capacity-building support across funding, organisational development, collaboration, volunteering and project development.</p> <p>Reach and engagement: 351 total attendances across forums, training, workshops and events.</p> <p>Flagship event: Haringey Community Showcase &amp; Awards attracted 234 attendees (43 stallholders; 191 attendees) and achieved an average rating of 4.4/5, highlighting strong community spirit and networking value.</p> <p>Funding outcomes: 94 funding opportunities promoted; 13 applications supported; 12 successful funding outcomes, generating £266k+ for Haringey VCS organisations.</p> <p>Volunteering: 96 clicks on volunteering roles via newsletters; 22 volunteers recruited and coordinated for the Hurricane Melissa emergency response hub.</p> <p>NavNet+: 24 new members joined; moderation hours introduced to keep the network safe, effective and sustainable.</p>	Green	Unchanged
Work with the local culture sector and VCS to establish a LBoC Delivery Plan.	Theme 7 - A thriving arts and culture sector supported by the Council's collaborative approach.	Green	Green	Amber	Green	Green	This work is on track and on-going.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Continue to enhance our hub and spoke model for Haringey Works and Haringey Learns working in areas of greatest need and aligning with the Council's emerging Community Hubs and preventative approach.	Theme 8 - Building an inclusive economy	Green	Green	Green	Green	Green	Haringey Works and Haringey Learns continue to develop service delivery in the community, with a specific focus on areas of need. Current job club and digital skills training delivered at Broad Water Farm and Northumberland Park. Provision in schools, Rising Green youth hub, and ESOL delivery, working with Resettlement team in community locations. Work and Health provision delivered in community and building links with primary care providers, social prescribers. Link into Live Well Board and Neighbourhoods agenda.	Green	Unchanged
Employer-focused training provision.	Theme 8 - Building an inclusive economy	Green	Green	Green	Green	Amber	Haringey Works offers recruitment and skills support to employers, and Haringey Learns building networks with employers to deliver employer pathways, responding to their vacancy and skills gaps. Health and Social Care, Schools, Veolia are key partners and have committed to be part of London Talent Pathways bid - awaiting outcome March 26.	Green	Unchanged
Adopt a Social Value Policy.	Theme 8 - Building an inclusive economy	Amber	Green	Green	Green	Green	Social Value Policy has been agreed with the Lead Member.	Green	Unchanged
Develop and deliver new sector work plans focusing on growth employment sectors including Green, Construction, Health and Social Care and Creative industries.	Theme 8 - Building an inclusive economy	Green	Green	Green	Green	Green	Key actions being delivered from drafted plans including development of Construction entrepreneurship programme , development of creative business support programme and living wage campaign. All three were developed over this quarter to be launched in Q1 2026.	Green	Unchanged
Produce evening and night economy plans for our key regeneration areas, with an initial focus on Wood Green.	Theme 8 - Building an inclusive economy	Green	Amber	Amber	Green	Green	A methodology has been developed which sets out an approach to promote the night time economy within funded pipeline projects across both Wood Green and Tottenham. Opportunities to align this with London Borough of Culture and also the implementation of the Library strategy are being explored.	Green	Improved

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Supporting high streets, town centres, local businesses, and industrial estates as destinations to flourish through business support, advice and access to funding.	Theme 8 - Building an inclusive economy	Green	Green	Amber	Green	Green	Successful business forum focused on the local plan took place in this quarter, continued delivery of the Global Entrepreneurs Programme, continued partnership working with Spurs on business support elements of S106 agreement and new creative business support programme funded by UKSPF developed and procured (to be launched in Q1 2026)	Green	Unchanged
Deliver our affordable workspace ambitions through Opportunity Haringey Workspace fund award(s) and the Workspace Design Guide (embedded as a supplementary document in our Local Plan) and updating of our workspace providers list.	Theme 8 - Building an inclusive economy	Green	Green	Green	Amber	Green	Two grant and loan funded workspaces, Berol Workspace in Tottenham Hale and additional space at Ten87, launched. Negotiations on grant agreement for Clarendon workspace moved forward, due to be complete in Q1 2026.	Green	Unchanged
Creating and supporting a new Haringey Business Forum and local business forums and networks.	Theme 8 - Building an inclusive economy	Green	Green	Green	Green	Green	Business Forum delivered in partnership with planning focused on the local plan. Health and Social Care Academy and Inclusive Economy Construction Forum also took place.	Green	Unchanged
Develop a clear approach for attracting new investment into borough for our key sites and spaces.	Theme 8 - Building an inclusive economy	Green	Green	Green	Green	Green	Consultancy procured to deliver Haringey Growth Plan, outputs include an inward investment narrative.	Green	Improved

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3OverallRAG	Q3DirectionOfTravel
Deliver Your Bruce Grove Placemaking Delivery Programme.	Theme 8 - Shaping Tottenham	Amber	Green	Green	Green	Green	Public realm improvements to both Chesnut Road and Stoneleigh Link Road within the town centre of Bruce Grove have been completed onsite 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 transformation of a run-down toilet block into a new community café in Tottenham has been celebrated. 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 brings the Victorian Grade 2 listed building back into use along with it's 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 (this includes heritage improvements to five High Road shopfronts within the demise of the church), was completed in September 2025. A celebratory launch was held in October 2025 with the new feature lights to the Church and it's tower being switched on.	Green	Improved
Delivery of the Northumberland Park Community Placemaking Plan	Theme 8 - Shaping Tottenham	Red	Amber	Amber	Amber	Amber	Positive progress has been made within the Community Placemaking plan for Northumberland Park, particularly in relation to the 'Safe and Sound' theme where organisation wide work to support the Clear, Hold, Build initiative is targeting crime and anti-social behaviour. Progress is also being made in the 'Homes and Spaces theme', with over £25m of investment committed through the housing service to upgrading homes in the next three years and consultation on environmental improvements across the estate due to start imminently. A further report detailing how services can be better coordinated to drive improved outcomes will be presented in the 2nd quarter of 26/27.	Red	Decreased
Deliver a new neighbourhood at Selby Urban Village.	Theme 8 - Shaping Tottenham	Amber	Amber	Green	Amber	Green	Tender returns for the overall project have been returned and evaluated. At Q3 there are 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.	Amber	Improved
Delivery of a new residential neighbourhood and local centre in North Tottenham (High Road West).	Theme 8 - Shaping Tottenham	Red	Amber	Green	Red	Green	In February 2026, Cabinet will be asked to agree to commence a procurement exercise to deliver High Road West Phase 1A, which comprises the first 61 council homes in the scheme. This follows agreement between the Council and Lendlease to remove Phase 1A from the Development Agreement between the parties. The parties are continuing to work towards unlocking a viable route forward for the subsequent phases of the scheme.	Red	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3OverallRAG	Q3DirectionOfTravel
Deliver the Your Seven Sisters Placemaking Programme.	Theme 8 - Shaping Tottenham	Amber	Green	Green	Green	Green	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 celebratory opening 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 that will focus on securing public realm improvements for West Green Road, Seven Sisters and Tottenham Green has recommenced following the appointment of a new design team. The public realm improvement include footpath widening, better lighting and wayfinding, more greening and public art to foster better and safer pedestrian movements and support more spend in the town centre. Delivery of these improvements will come forward in support of the London Borough of Culture in 2027	Green	Improved
Deliver Tottenham Hale Placemaking Programme – Current Phases.	Theme 8 - Shaping Tottenham	Amber	Green	Green	Amber	Green	Tottenham Hale's pipeline of public realm improvements to Ashley Road, Chesnut Road, Watermead Way and Station Road have been completed. Funding has been secured through an S278 with TfL to bring forward improvements to Ferry Lane Bridge including wider footway, designated cycling path and new crossings. Pre-commencement works to The Paddock will start in February to remove Japanese Knotweed and reinstate habitat before main works commence to new pathways, wayfinding and visitor infrastructure to support The Paddocks bid for Nature Reserve Status, in the heart of Tottenham Hale. Plans for Down Lane Park are underway with a new planning application for a permanent community hub planned for February 2026. Landscape works are planned in Spring to bring forward a new playground and new entrance to Ashley Road, significantly improving access to the south of the park.	Green	Improved
Development of Shaping Tottenham strategy and work programme, building on Tottenham Voices engagement.	Theme 8 - Shaping Tottenham	Green	Amber	Amber	Green	Green	Shaping Tottenham is moving into a more delivery focused, place-based phase. Work is focused on bringing together partners and services to support coordinated action on the ground, with an emphasis on strengthening neighbourhoods and supporting community-led activity. This approach is helping to establish clearer delivery pathways and a stronger foundation for further progress across Tottenham.	Green	Unchanged
Deliver an Enterprise Hub at 40 Cumberland Road.	Theme 8 - Shaping Wood Green	Red	Red	Red	Red	Red	Project closed due to reprioritisation of budget. The site that was earmarked for delivery of the Enterprise Hub workspace (an underused former Council office) is now home to Studio 306 Collective CIC, a social enterprise which empowers disadvantaged local individuals by offering a creative space for those who are recovering from mental illness. A report went to Cabinet in February with proposals to use the site, alongside 48 Station Road for new Council homes.	Red	Unchanged
Improvements to Wood Green Common and Barratt Gardens.	Theme 8 - Shaping Wood Green	Green	Green	Green	Green	Green	Phases 1 and 2 of the project were successfully delivered in September 2025. Subsequent phases are subject to obtaining further funding.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Overall RAG	Q3 Direction of Travel
Eat Wood Green community-led growing at Wood Green Library.	Theme 8 - Shaping Wood Green	Green	Green	Green	Green	Green	The construction of the new Eat Wood Green community growing and education space was delivered on on the first floor balcony of Wood Green Library in Autumn 2025. The Council entered into a lease with the project partner The Ubele Initiative CIC in Winter 2025. They are funding the delivery of an exciting and impactful educational programme for young people and families, centred around food growing, which is being led by growers from Black Rootz, who are a multigenerational Black-led growing project based at Wolves Lane Community Nursery.	Green	Improved
Delivery of public realm improvements to Penstock Tunnel.	Theme 8 - Shaping Wood Green	Green	Green	Green	Amber	Green	The project is currently on site with construction due to be completed by the end of January 2026, with the launch event taking place in February 2026.	Green	Improved
Library Forecourt Taskforce to collaborate on the delivery of public realm improvements to the library forecourt.	Theme 8 - Shaping Wood Green	Amber	Amber	Green	Amber	Green	This taskforce has now shifted to a working group led by Placemaking and Community Development (PCD). PCD are undertaking a convening role to bring together all the different teams and also external stakeholders who are involved in the whole Library site, which includes not only the Library but also Customer Services area, Haringey Learns, Haringey Works, the forecourt and the Library mall. The ambition is to enable joined up working to improve the user experience for local people using this site. The improvement of the forecourt is still a medium to long term ambition, to be enabled by this group	Amber	Unchanged
Wood Green Central strategy for transformation of Council assets.	Theme 8 - Shaping Wood Green	Green	Green	Green	Amber	Green	A decision on the next steps for Wood Green Central plan (also known as the Station Road sites) is due to be made at the February 2026 Cabinet.	Green	Improved
Adopt new Local Plan.	Theme 8 - Planning and infrastructure	Green	Green	Amber	Green	Green	Consultation on Draft Local Plan took place from 10 October 2025 to 19 December 2025.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Reduce the planning application backlog.	Theme 8 - Planning and infrastructure	Amber	Green	Amber	Amber	Green	The number of applications over 26 weeks significantly reduced using MHCLG Planning Skills Delivery Funding. The majority of the remaining cases are now approval of details applications for major developments requiring detailed discussions with consultees. The work to reduce the backlog has improved the monitoring of these cases and reduced them significantly	Amber	Unchanged
Implement the Planning Service Peer Challenge Action Plan, including on commerciality.	Theme 8 - Planning and infrastructure	Amber	Amber	Green	Green	Green	All actions have been completed	Green	Unchanged
Allocate funding received from developers through Neighbourhood Community Infrastructure Levy (NCIL) to enable delivery of local infrastructure projects, potentially through a participatory budgeting approach.	Theme 8 - Planning and infrastructure	Amber	Green	Amber	Green	Green	Consultation on NCIL Spending Round 2 launched on 5 December 2025 running until 18 January 2026	Green	Unchanged
Develop Haringey strategy on publicly accessible toilets.	Theme 8 - Planning and infrastructure	Green	Amber	Amber	Green	Green	Draft Haringey toilet strategy completed and will go to cabinet in Feb 2026. The strategy has been designed with the input of residents and sets out how we can improve future provision and accessibility of public toilets in the borough.	Green	Unchanged
Improved public realm around Turnpike Lane- Define an improvement plan through consultation with TPL residents, business owners and other stakeholders. Deliver on the plan	Theme 8 - Shaping Wood Green	Amber	Amber	Green	Amber	Green	The first phase of the public realm works - three continuous crossings - have been completed. A shopfront improvement programme is currently in delivery (due to be completed in March 2026). A final public realm works phase has not been delivered yet as the Council requires approval from TfL. Initial conversations with TfL have been positive, and formal sign off is expected in the near future. Once this happens, a delivery timetable for the final phase can be prepared.	Amber	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3OverallRAG	Q3DirectionOfTravel
Develop a new VCS Strategy alongside our strategic partner.	Theme 4 - A welcoming borough with a vibrant voluntary and community sector (VCS)	Green	Green	Green	Green	Green	We are taking the VCS Action Plan to Cabinet in February, setting out the council's commitments to support Haringey VCS's priorities which were co-designed by HCC with the VCS through a number of engagement sessions, workshops and a borough-wide survey.	Green	Improved
Increasing trust and confidence in the local authority and policing with communication and visibility activities like engagement events, community forums, and weeks of action (WOA) where activity is focused on a specific area.	Theme 6 - Secure and supported communities	Green	Green	Green	Green	Green	During Q3 the community safety team co-ordinated two Week of Action events in Noel Park Ward and West Green Ward. WOA events remain on track and there will be a further two WOA during Q4	Green	Unchanged
Website improvement project improving user experience for visitors to haringey.gov.uk.	Theme 1 - Excellent resident experience	Green	Green	Green	Green	Green	This programme has been successfully completed and delivered.	Green	Unchanged
Develop an action plan related to unaccompanied asylum-seeking children (UASC), ensuring that they receive a specialised social work service, including appropriate accommodation.	Theme 3 - Successful futures	Green	Green	Green	Green	Green	UASC events to be held: bowling, museum trip, and picnic in the park events held. This offers opportunity for YP to form friendships and network of peer support Partnership working with Hope for Young who offer mentorship support to our UASC YP to settle into the UK Partnership working with UASC accommodation provider CIHA: upcoming vacancies are kept under fortnightly review to ensure timely move in plans for young people, monthly partnership meetings are held to address and improve the quality of the offer by CIHA for our YP. Placing our YP to live together provides opportunity for YP to form friendships and network of peer support. Further the accommodation providers are specialists in providing support to YP claiming asylum. Partnership working with housing: YP with leave to remain continue to be allocated priority banding to access Haringey Housing. YP are supported with grant to move into their permanent accommodation with the support of the young adults service.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Develop a plan related to supporting the financial stability of young people leaving care.	Theme 3 - Successful futures	Green	Green	Green	Green	Green	<p>Savings made for children and YP in care are now paid directly to their Junior ISA fund so that at 18 savings can be immediately accessed by care leavers. This is an improved process and ensures that at the age of 18 YP who are care experienced leave care with savings to support them.</p> <p>In partnership with Haringey Housing care leavers are supported to secure their own tenancies to create their own first home. Setting up home is supported with a £3000.00 grant for each YP to purchase essential items.</p> <p>In partnership with Haringey Works, DWP and Haringey Full potential Haringey care leavers are able to access a wide range of employment and career support. This include support to access the Civil Service Internship scheme, apprenticeships and now paid work placements to gain valuable work insight and experience. This support enables every care leaver to achieve their full potential in life.</p>	Green	Unchanged
Implementation of the Procurement Modernisation Programme (PMP).	Theme 1 - A supported and enabled workforce	Red	Amber	Amber	Amber	Amber	<p>Positive highlights</p> <p>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).</p> <p>Areas for attention</p> <p>Compliance with the Procurement Act transparency requirements will be manual for the foreseeable future.</p> <p>The introduction of a new e-procurement system to support procurement, contract management and payment functions has now been incorporated into the wider ERP workstream. Work is progressing in this area with a statement of work and costs expected Q4.</p> <p>There has been an improvement in Directorates responding to procurement pipeline requests; however, this is still somewhat limited. This continues to have an impact on managing demand and category strategy development in Strategic Procurement. This is leading to large volumes of last-minute requests for procurement, impacting capacity in Strategic Procurement.</p> <p>Progress continues across a number of workstreams on the Procurement Modernisation Plan.</p> <p>Revised category strategies continue to be implemented. These are plans that outline how to manage and optimise the procurement activity of a specific group of works, goods or services.</p> <p>A review of the contract management tool kit is in its final stages of development, subject to alignment with the Commissioning Modernisation Programme.</p> <p>Compliance monitoring continues to improve, which is reducing some areas of non-compliance.</p> <p>The Commissioning Board is now 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.</p> <p>Work continues with task and finish groups 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.</p> <p>A Commissioning Panel will be established in Q4 to further scrutinise pending procurement activity across the services.</p>	Red	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Finalise and sign off the Alcohol Strategy.	Theme 4 - A healthy and active population	Green	Green	Green	Green	Green	This has previously been completed	Green	Unchanged
Increase the number of primary school places for children with autism and social emotional and mental health (SEMH) needs, and increase the number of school places in specialist schools for children with complex needs.	Theme 3 - Best start in life	Green	Green	Green	Green	Green	Alexandra Primary SEMH School school commenced taking children in September 2025. Three children were had the new resource provision named on there EHCP plan. The new RP was delayed due to contractors underestimating the packages of work, a contingency option was provided and delivered to a high standard to support the new cohort until the end of January.  Earlsmead primary ASC established in 2024, now has 6 children placed which has avoided out of borough placements and is now in BAU phase, the RP is operating exactly as we would expect and supporting borough needs for Haringey Children. The school will be expected to take an additional 3 children in September 26.	Green	Unchanged
Increase the number of secondary school places for children with autism and social and emotional mental health needs.	Theme 3 - Happy childhoods	Green	Green	Green	Green	Green	The St Marys site has been surrendered and the lead member signing was completed in August 2025. The Programme and major projects teams have visited the site to provide technical expertise and have advised the cost to convert will be delivered within the budget envelope. The payments for the diocese to expand the rectory road site to vacate the infants site (the site we have attained) are progressing according to plan. Cohort planning is ongoing and engagement.  Fortismere, the nursery site area that is being repurposed to support our secondary ASC cohort is seamlessly moving forward. The team have asked the private nursery tenant to vacate the site by 27th of July 2026, so our contractors can convert this site to support our new ASC cohort. This stop gap position will support our sufficiency needs until the new school rebuilding programme is complete.	Green	Unchanged
Provide multiple avenues for reporting by collaborating with community organisations and third-party reporting services, to enhance reporting processes.	Theme 6 - A reduction in hate crime	Green	Green	Green	Green	Green	People with improved awareness of hate crime within their community Q3 – 125 YTD – 165 Target exceeding  Number of victims survivors reporting increased confidence in reporting to police – this target is being replaced by another. Sandeep to update.  Number of professionals and partners with an improved and up to date knowledge of Haringey's Hate Crime landscape – Q3 125 YTD – 204 target exceeding.	Green	Unchanged
Plant street trees until every neighbourhood reaches at least 30% tree coverage. Plant 10,000 trees by 2030.	Theme 2 - A greener Haringey	Green	Green	Green	Green	Green	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 6400 new trees. The majority in low canopy areas in the borough. This significantly contributes to the 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.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Create three new nature reserves by 2026 and introduce Sites of Importance for Nature Conservation (SINC).	Theme 2 - A greener Haringey	Green	Green	Green	Green	Green	The Paddock will be the first new Local Nature Reserve to be declared this year with two further sites to be agreed from a short list of potential sites that has been prepared by GIGL (Greenspace Information for Greater London). Three sites will be declared in 2026.	Green	Unchanged
Continue to develop and pilot work on a Safer Parks for Women and Girls Network.	Theme 6 - A reduction in violence against women and girls (VAWG)	Green	Green	Green	Green	Green	<p>Women and Girls Network</p> <p>Oct - Nov - Members attended the VAWG training session to understand how to make their parks café / community venues become a Safe Haven for women and girls. // Working in partnership with 4 organisations to apply to Lottery funding for Haringey Women &amp; Girls Collective programme. // Extended session in Down Lane for Girls and Women - Turkish &amp; Kurdish walk, Line Dance, Girls football. //Working on design of Playzone to ensure these spaces engage girls and women.</p> <p>Parks Young Women's Network</p> <p>Oct – Finalised 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. // Nov – Met with the Policy, Design and Conservation Team to feed in their views on the Local Plan. The group focused the discussion on parks, safety, transport/cycling and cleanliness including waste management and street cleaning. // Dec – began working on their 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 Met Police's Designing Out Crime officers and the Council's Street Lighting Engineer, as a first step, in January.</p>	Green	Unchanged
Producing a Physical Activity and Sports Strategy.	Theme 4 - A healthy and active population	Amber	Amber	Amber	Amber	Green	No resources available to progress this at present. In the current financial situation this is unlikely to be progressed during the CDP period.	Amber	Unchanged
Leisure centres and outdoor fitness offer – reopening, designing, and upgrading.	Theme 4 - A healthy and active population	Green	Green	Amber	Green	Green	Investment in the Leisure Centres continues with upgrades taking place to buildings and plant. A new gym upgrade is being finalised ready to launch in quarter 4, and repairs the Park Road sauna are nearly completed.	Green	Unchanged
Establish initial Wellbeing Model offer to inform the operation of the borough's leisure centre facilities and encourage use of parks and green spaces.	Theme 4 - A healthy and active population	Green	Green	Green	Green	Green	A new Head of Active Wellbeing has been appointed (January 2026) and a review of current service provision is underway. This will inform how services can be expanded in line with improving active wellbeing and tackling health inequalities, and commercialisation of the service.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Develop and deliver community involvement in maintaining and updating existing roadside verges, planters and pocket parks and, where feasible, create new pocket parks, parklets and planter locations that are maintained by local communities.	Theme 2 - A greener Haringey	Green	Amber	Amber	Green	Green	Progress on the objective has slowed due to a lack of dedicated resources for this project following the end of the two year funding period. Work has continues within other projects to involve the community in practical enhancements in their local area. Some external funding has been secured for bulb planting.	Green	Decreased
Publish a Borough Vision.	Theme 1 - A supported and enabled workforce	Green	Green	Green	Green	Green	Completed.	Green	Unchanged
Taking a council-wide approach to embed financial inclusion and resilience support approaches for residents.	Theme 4 - Residents connected with the right support at the right time in their neighbourhoods.	Amber	Amber	Amber	Amber	Amber	<p>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 partnership to access support if their team is not best placed - this includes Haringey's Income Maximisation Team in Housing.</p> <p>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 and Welfare and Benefits are being delivered through FST moving to be managed by the Welfare and Benefits service in Q4.</p> <p>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.</p> <p>We continue to promote borough-wide income maximisation campaigns including working with the GLA to increase pension age benefit uptake and a range of other targeted benefit uptake campaigns.</p>	Amber	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Development and implement an anti-racism partnership action plan	Theme 4 - A welcoming borough with a vibrant voluntary and community sector (VCS)	Amber	Amber	Amber	Amber	Amber	<p>1. The Coordinating Group Addressing Racism has agreed a partnership anti-racism statement for Haringey, and a high level action plan covering thematic areas including workforce culture and culture and creativity (linked to programme development for London Borough of Culture). We haven't yet identified the organisational leads for each of the action areas in the plan, which we need to do before reconvening the Coordinating Group.</p> <p>2. We were successful in securing a graduate to lead the programme management of this work from May – October 2025 which enabled a review of the data we plan to collect to enable both work planning and evaluation and the development of an internal set of actions to progress HR's development of learning and support on anti-racism in collaboration with the council's EDI Lead. We have also established a small internal officer working group with cross council representation from colleagues already developing or delivering anti-racist practice in their service areas.</p> <p>3. We continue to facilitate Community Network meetings with some of our most marginalised residents - the Turkish and Kurdish and Somali Networks are active and delivering shared activity with the council and wider partnership on key issues including housing and access to ASC. We have established an African and Caribbean Community Network with strong representation from a range of VCS organisations and community representatives. We re-launched the Latin American Community Network in November 2025 and will agree terms of reference and a work programme in the coming months. We are also now engaging with a number of Bulgarian community representatives with a view to establishing and slowly building a Community Network in Haringey.</p> <p>4. We are supporting our community networks to deliver a programme focused on building cohesion across groups and resilience in our communities, funded by MHCLG. This will see a combination of exhibitions, celebratory events, and capacity building sessions delivered over the next quarter, as well as coordination of service delivery in Northumberland Park to enhance support available to sex workers and other vulnerable residents.</p>	Amber	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Refresh the Welcome Strategy.	Theme 4 - A welcoming borough with a vibrant voluntary and community sector (VCS)	Amber	Green	Green	Green	Green	<p>The Welcome Toolkit Project concluded in 2025 with the production of a report and set of recommendations for the council and partnership to take forward, including recommitting to our work as a borough of welcome, collaborating with partners and residents on the refresh of the welcome strategy, reviewing the membership and function of the Welcome Advisory Board, and increasing transparency in our decision making. Our collaborative with Migrants Organise and Haringey Welcome will continue on the delivery of the recommendations and our wider work through the Welcome Advisory Board.</p> <p>We continue to run a programme of events for residents across all our cohorts including a Mid-Summer celebration, Ukrainian Independence Day, a winter celebration, a Sudanese community event during Black History Month, to name a few.</p> <p>A new contract commenced with Beam in Q3, focused on supporting residents out of temporary accommodation into sustainable housing - this project aims to support a key cohort of vulnerable migrants and refugees who have recently achieved status.</p> <p>We continue to support residents to volunteer with the Resettlement Team to create communities of support - this has brought longer term residents from Haringey together with those who've joined us recently as migrants, refugees, and those seeking asylum.</p> <p>Our men's support group, primarily attended by men who were placed in Home Office commissioned hotels in the borough while seeking asylum, and our Ukrainian women's support group continue to meet regularly.</p> <p>We continue to engage with regional conversations on policy development and long standing and emerging need for migrants and refugees across London.</p> <p>We have seen a steady increase in the number of residents attending our support hubs on a weekly basis, with an average of 100 vulnerable migrants per month in Q3.</p>	Green	Unchanged
Provide legal self-help guides, training and access to training and legal updates to empower service areas to help themselves.	Theme 1 - A supported and enabled workforce	Green	Green	Green	Green	Green	This action is complete. Legal self-help guides have been produced for relevant areas.	Green	Unchanged
Install additional electric vehicle (EV) charging points in Haringey.	Theme 2 - A zero carbon and climate resilient Haringey	Green	Green	Green	Green	Green	Subject to the required internal approvals, the final draft of the strategy will be presented to Cabinet for adoption in 2026.	Green	Unchanged

Activity	Outcome	Time	Budget	Resour	Risk	Benefit	Quarterly Update	Q3Over allRAG	Q3Directio nOfTravel
Carry out a full review of the 'Out of Hours' (OOH) offer, engaging with all service areas to ascertain and understand future OOH requirements.	Theme 1 - Excellent resident experience	Green	Amber	Amber	Green	Green	Duplicate entry. Completed last year.	Green	Unchanged
Increase opportunities to showcase local creativity and heritage through an Arts & Culture Events programme, including Rebel Borough themes.	Theme 7 - A thriving arts and culture sector supported by the Council's collaborative approach.	Green	Green	Green	Green	Green	<ul style="list-style-type: none"> <li>•Black History Haringey 365 (BHH365): Engaged 8000 residents, with 80 events, working with 30 cultural partners and engaging 200 artists.</li> <li>•Events included Black Rootz's Black Mental Wealth Day with 400 people in attendance, author talks, craft activities and storytimes, in venues across the borough.</li> <li>•18 projects were funded through the BHH365 Open Call</li> <li>•New partnerships between LBH and community groups were formed - such as nia Projects, Better Community Centre and Black Housing Cooperative, GIDA.</li> </ul> <p>London Borough of Culture (LBOC):</p> <ul style="list-style-type: none"> <li>•We continue to showcase local creatives through our Creative Spotlight series and London Borough of Culture newsletter, which now has over 5000 active subscribers.</li> </ul> <p>Artists' Network:</p> <ul style="list-style-type: none"> <li>•Haringey Culture Collective hosted the first Artists' Network event at Wolves Lane Centre in December which was sold out and attended by over 120 local artists.</li> <li>•This was an opportunity to showcase internationally significant Haringey artists through a panel discussion made up of 5 local artists</li> <li>•Modus Arts (local arts organisation) were commissioned to create a site-specific sound installation in the Palm House at Wolves Lane centre, especially for the event.</li> </ul> <p>Rebel Roots &amp; Cultural Futures Event:</p> <ul style="list-style-type: none"> <li>•A Meet the Funders event, held in partnership with the GLA in October at Bernie Grant Arts Centre, saw 150 people attending a sold-out event.</li> <li>•Over 15 partners, took part with talks by the GLA, Arts Council England, Haringey Giving, Jack Petchey etc.</li> </ul> <p>Bruce Castle Museum &amp; Archive (BCM&amp;A):</p> <ul style="list-style-type: none"> <li>•The Curious Spaces programme in the Makers' Studio at BCM&amp;A continued, with exhibitions by Christelle Mutombo-Cartier for BHM and artist-led workshops using textiles.</li> <li>•On World Mental Health Day (10 October) BCM&amp;A unveiled a temporary loan (until January 2026) of the painting 'Storm' by local artist Jo Celnik. She paints to process and understand profound personal mental health experiences. Her work was displayed alongside the museum's painting collection by Beatrice Offor (1864-1920), who suffered from poor mental health.</li> <li>•A recent acquisition was put on permanent display in the new LGBTQ+ Gallery at BCM&amp;A, an illustrated zine inspired by local LGBTQ+ heritage, designed by Morrowdragon (Wilson So), of Wood Green.</li> </ul>	Green	Unchanged