

# BOROUGH PLAN

2019 – 2023



**Haringey**  
LONDON



## FOREWORD

Haringey is our home, and we are proud of it. We are ambitious for Haringey's future and have great ambitions for the people who live here.

Local Government is the primary provider of many essential services that enable our country to operate on a day-to-day basis. The Government's austerity agenda has now been in place for eight years and has led to brutal cuts to council budgets, with £280million of Government grant cut from Haringey's budget since 2010 and more to come. Austerity is having a very real impact on the lives of citizens, and the resulting cuts have had a disproportionate impact on the poorest. We have dealt with a mix of direct cuts to our income and unfunded budget pressures. It has been our duty to protect our residents from feeling the full force of these cuts and also to work creatively so that we can continue to provide excellent services, and address people's needs and aspirations.

How we do things is important. We want to run an open, collaborative council that genuinely engages people in shaping our borough's future. We have made a particular commitment to listening to young people so that we develop services that meet their needs and believe that a youth service directly delivered to young people in centres across the borough is the best solution.

We are a borough with a long and proud history of welcoming migrants. Through the new Connected Communities programme we are giving migrants additional support and advice to help them make our borough their home. People from all across the EU have recently settled alongside our more established migrant communities. We want these EU residents to know that we

want them to stay in Haringey and we are committed to supporting them to do so.

People should be able to feel that they can have confidence in us to do the right thing, and trust we are always on their side. The default position of this administration is to deliver services directly where this is prudent to do so, in order to maximise accountability, quality and other benefits to the community, as well as improving value for money where possible. We believe that public services need to be responsive to change and more democratically accountable.

We have listened to what matters most to people in Haringey. Our top priorities for the next four years are:

### **Housing Haringey's people**

We believe that increasing the supply of traditional council housing is one of the most important things we can do, because for many people a council home offers the only real chance of putting down roots in Haringey, in a stable good-quality home. We have promised to deliver at least a thousand new council homes over the next four years at council rents, predominantly on council land. However, we are also aware that some of our most valued workers, including care workers and teachers, cannot afford to live here, that people who rent in the private sector need the protection of a landlord licensing scheme, and that Haringey residents want the council to make sure that new homes are





available to local people first, not sold off plan to foreign investors who leave them empty.

### **Building and retaining wealth in our community**

Regeneration isn't just about shiny new buildings, it's about social and economic renewal, and this is something we intend to promote. When we regenerate neighbourhoods, we do it with the expectation that the people who lived there before will be an integral part of the community after the work is done. We will work to increase the prosperity of Haringey residents. Every public pound spent must provide maximum public benefit. We will put greater emphasis on procuring goods and services locally and we will create partnerships to use all the levers we have to retain money in the local economy. We'll support small and medium sized businesses, and ensure that local people have the skills to get the jobs that come with a growing economy. Direct employment by the council will enhance the availability of quality jobs with good pay and conditions. This is also about the council supporting a skilled and committed workforce and setting an example for local businesses by paying at least the London Living Wage to all employees.

### **Tackling serious violent crime**

London has a problem with serious violence, particularly with knife crime. Some of this is because there is less funding for work to intervene earlier, designed to prevent crime. There have also been huge cuts to neighbourhood policing. This means that the police are less visible than they were, and while most people in Haringey are happy with their area as a place to live, crime and anti-social behaviour is the

issue that people talk about most when asked what makes them unhappy about living here. We will continue to work with the police and local people to bring the perpetrators of crime to justice, and we are looking at all the factors that divert young people away from criminality.

### **Reducing inequality and making Haringey a fairer place**

Inequality is the root cause of many problems in our community. We will ensure that equality is promoted, and inequality reduced, in our policies, and the way we provide services. We will work with our partners to support and challenge them to adopt the same approach. And we want to make sure that the greatest weight is placed on the broadest shoulders by looking at options that make Council tax, and our policies for charging for services, fairer. Through our Fairness Commission we will listen to what residents, community groups and businesses think we should do to make Haringey a better and a more equal borough.

This plan sets out in detail what we intend to do, with partners, across the whole range of the council's responsibilities, and how we intend to work creatively to achieve our ambitions.

A stylized signature in black ink, likely belonging to Cllr Joseph Ejiofor.

Cllr Joseph Ejiofor  
Leader, Haringey Council



# INTRODUCTION

The Borough Plan sets out our priorities for Haringey. These priorities were developed following significant engagement with residents and partners, including a large residents' survey of 1900 local people; two partner events, each bringing together over 100 local community organisations, businesses and public sector partners; a staff conference reaching 1600 staff; and a wide range of smaller workshops and discussions. The priorities set out are underpinned by evidence, a summary of which is published in the 'State of the Borough' evidence pack. This evidence, and the residents' survey results are available on Haringey Council's website. [www.haringey.gov.uk](http://www.haringey.gov.uk).

The Borough Plan consists of a set of 20 outcomes, grouped under the five priorities, and measures of success for each of these outcomes, which were developed during the consultation phase, drawing on what residents and partners told us.

We received over 100 responses to the consultation, in addition to seeking feedback from a wide range of stakeholders through forums with the voluntary and community sector, businesses, partner organisations and through engagement on key priority issues including youth violence, adult social care and residents' experience of services.

What we heard supported the priorities identified in the draft Plan. The challenges around housing were a top priority; there was widespread concern expressed about the safety of our young people; people said that tackling poverty and inequality is key, and that we need to do more to support local businesses and strengthen the local economy from the ground up.





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# PARTNER STATEMENTS

## HARINGEY CLINICAL COMMISSIONING GROUP (CCG)

Haringey CCG has a long and valued relationship with Haringey Council in working collaboratively to improve the health and wellbeing of our population and deliver high quality health and care services.

Strategically we are key members of Haringey's Health and Wellbeing Board and work closely with the council and other partners, particularly Barnet, Enfield and Haringey Mental Health Trust, Whittington Health and North Middlesex University Hospital Trust, within the Wellbeing Partnership - our integrated care system - to agree priorities for population health in Haringey. We then work closely with partner organisations together to deliver against these priorities and reduce health inequalities.

### **Notable achievements through collaborative working in recent years include:**

- Working together with the council and our local hospitals to improve support at home after hospital discharge so people have a package of support that helps them to regain independence and get them back on their feet
- Development of integrated health and social care teams (such as the locality teams and rapid response services), particularly for frail older people that enables them to remain independent and in their own homes as long as possible.
- Improvements in access to primary care, including opening a new GP premises on Tottenham Hale and increasing primary care access in the evenings and at weekends.

- Investment in preventative services such as falls prevention and blood pressure checks, which reduce long-term dependence on health and social care.
- Setting up of joint commissioning arrangements between the council and the CCG aimed at ensuring more integrated health and care services which make more sense to the user and improve outcomes.

### **We will work closely with the council and other partners to deliver the objectives of the People Priority. In particular we will.**

- Continue to integrate services enabling residents to get the right care in the right setting at the right time. We will develop our local integrated care networks to provide responsive and integrated care linking primary care, community health services, mental health and social care.
- Continue to support the quality and efficiency of services for vulnerable adults and children. We will focus on improving access to and the quality of mental health care, particularly supporting the management of mental health conditions in primary care; rapid support for people in crisis and reducing out of area placements.
- Work at CCG and STP (Sustainability and Transformation Partnership) level to commission high quality health services for our residents. We will aim to deliver the NHS constitutional standards with a particular focus on high quality and safe emergency care.
- Continue to improve access to primary care, as well as working to further improve primary care quality.



## METROPOLITAN POLICE

The Metropolitan Police Service (MPS) is committed to working with Haringey Council and other strategic partners to support delivery of the Borough Plan 2019–23. In doing so, we have two clear ambitions: to make Haringey a safe borough for all who live and work in the area; and to protect and support the most vulnerable people and places.

### **Specifically, we will support the Plan's People vision by:**

- Taking a lead role alongside our partners in identifying and safeguarding those at risk of harm, exploitation or neglect.
- Listening to the voices of young people affected by crime and fear of violence in order to build a trusting relationship with police.
- Supporting people and groups disproportionately affected by crime, including those targeted due to hatred or their faith.

Through our key role within the Community Safety Partnership, we will strive to make Haringey a safer Place by:

- Increasing confidence by listening to the concerns of local people and dealing with the issues that matter most to the community.
- Reducing the number of victims of violent crime, prioritising the tackling of serious youth violence and knife crime to keep children and young people safe.
- Working with criminal justice partners to provide opportunities for young people to access services, training and employment.

### **We will support the aspiration for a growing Economy by:**

- Engaging with the business and retail community to understand their concerns, provide advice on the prevention of crime and deal with crime and anti-social behaviour that may affect them.
- Playing a key supportive role in the establishment development and of Business Improvement District initiatives.
- Building close links with organisations and venues whose activities and events draw large numbers of people to Haringey.

The MPS in Haringey places visible and accessible community policing at the heart of its approach in building strong, confident communities, putting victims, particularly the most vulnerable, first and tackling those who commit crime. Our ambitions will only be achieved by working closely with Haringey Council and partners in the statutory, business, voluntary and community sectors and we look forward to further strengthening these relationships over the coming four years.



## BRIDGE RENEWAL TRUST

The Bridge Renewal Trust is a charity based in Tottenham. Our mission is to deliver practical ways that enable people to live healthier, long and fulfilling lives – thus playing our part in working towards reducing health inequalities and building stronger communities. Our approach includes:

- Supporting people holistically to have the confidence, motivation, skills and knowledge to make their own healthy life choices – and to be able to pass this on in their families and in the community.
- Ensuring people can access the right mix for them of the medical and healthy living support to get well and stay well.
- Supporting people to identify barriers and develop the skills to build their own stronger communities.
- Working collaboratively and in partnerships to increase the availability of accessible services and support that will enhance the wellbeing and capacities of local people.

**We welcome the partnership approach adopted in the Borough Plan and are committed to working collaboratively to improve the health and wellbeing of Haringey residents through the delivery of the following services:**

- Strategic Partner Service (Community Impact Haringey) – a vibrant, inclusive, viable and self-sufficient voluntary and community sector well placed to meet the needs of local people.
- Volunteer Centre Haringey – promoting good volunteering practice and matching volunteers and organisations together.
- Whole health services – access to a range of therapeutic services that complement existing medical and social care services.
- Community empowerment programme – that enables communities to increase control over their lives through practical support after discharge from hospitals and in the community.
- Community facilities – providing a space for residents to engage in a range of activities.
- Safer Neighbourhood Board – working with resident and partner agencies for a safer Haringey.

## LONDON FIRE BRIGADE

The London Fire Brigade's Strategic Priority in Haringey is primarily to keep people safe. Locally, the LFB delivers this priority through reaching the most vulnerable in the community, those in care and those in receipt of care.

The LFB cannot do this alone. We are working with partner agencies within Haringey to create a safer borough through education, engagement and regulation. The LFB primarily supports the delivery of a Safer Borough outcome of the Borough Plan, through the community-based work that aims to prevent serious fire-related incidents from occurring in Haringey.

The LFB is committed to working in partnership with the community to maximise safety in the borough. The LFB's key programmes in Haringey include:

- Undertaking home fire safety checks across the borough to ensure people are safe where they live and whatever their living arrangements;
- Supporting local businesses through risk-based inspection programmes by the Regulatory Fire Safety Department. This supports the Borough Plan's commitment to foster an environment for businesses to flourish and providing the appropriate interventions to support their needs.

Engaging and involving the community is integral to the successful delivery of the London Fire Brigade's priorities. In Haringey, this means running local intervention fire education courses and growing the Cadet Unit, aimed at 14-17 year olds in Haringey. The LFB's commitment to engage and educate young people supports the Borough Plan's objective for young people to achieve their very best, by complementing their formal educational and training experience with extra-curricular activities that ensure they live safe, responsible lives. The LFB is also currently exploring ways of opening up its fire stations to Haringey's communities, to maximise exposure and participation in the fire service – and to build stronger links with the community.

The Borough Plan provides the opportunity to strengthen links with the council and other organisations in the borough and ensure that Haringey residents can lead safe and secure lives.



## COLLEGE OF HARINGEY, ENFIELD AND NORTH EAST LONDON

The College of Haringey, Enfield & North East London as part of the Capital City College Group (CCCG) is deep rooted in its local community with a core mission statement "To help individuals, employers and our community to succeed by providing outstanding applied vocational training and education with a particular focus on skills for employment" with our vision "To be the number one skills college for businesses and communities, offering a full range of courses to help people on to skilled jobs, apprenticeships or university."

The Borough Plan includes a number of Outcomes, of which the college is wholly supportive and committed to. In the People Priority, there is reference to every young person, whatever their background, having a pathway to success for the future. In the Economy Priority, there is a commitment to a borough where all residents have access to training and skills development opportunities and more people are supported into work. The College's community comprises of 72% BAME and provides training, apprenticeships and employability skills to over 12,000 learners each year. Nearly 75% of these learners come from the bottom three bands of the most deprived wards in England.

Many learners go on from the college to university or to achieve level 3 and above qualifications for which the College offers at least 15 different vocational routes including specialisms in Nursing, Business, Childcare & Education, Construction, Creative & Digital, Computing, Engineering, Hair & Beauty, Health & Science, Accounting & Finance and Social Care. With over 1000 Apprentices on our programme, the College is a significant London beacon for apprenticeship training and training to support employer's needs.

Our Specialist Education Needs (SEN) and supported learning provision is high quality with a direct focus on preparing and transitioning learners to employment or supported living including supported internships. We contribute considerably to the reduction in NEET's and reducing permanent fixed term exclusion with our 14-16 provision which attracts learners from nine surrounding boroughs including significant enrolments from Haringey schools.

As a high quality further education provider, the college prides itself on its customer satisfaction rates. The college achieved the highest learner satisfaction rates in England in 2016/17 and the highest employer satisfaction rates in London for the last two years.



# EQUALITY PRINCIPLES

Haringey Council is committed to the principles of equality of opportunity, fairness and quality of life for all, both in terms of how we work with the community and in our role as an employer.

## FAIRNESS COMMISSION

The Fairness Commission that we set up in 2018 involves a wide-ranging programme of engagement with people across the borough to inform a set of recommendations on what to focus on to reduce inequalities. These recommendations will inform a review of the Plan's equality objectives to take place during 2019.

## PRINCIPLES

1. Work with residents and employees to create communities which are able to come together, value diversity and challenge discrimination.
2. Actively talk to community groups who are made up of and/or support people with protected characteristics.
3. Work alongside the wider voluntary sector, statutory partners and local businesses to promote equality of opportunity and foster good relations.
4. Continue to monitor and assess the impact of our strategies, policies, programmes, projects and commissioning on equalities.
5. Improve and strengthen the collection and use of equality data, so that we can seek to improve outcomes for groups with protected characteristics.
6. Continuously seek to improve our approach to promoting equality, drawing on best practice from elsewhere, input from our staff equality networks and feedback from our residents.

7. Ensure that the requirements of the Equality Act are well communicated in the borough; starting conversations about equalities at the earliest opportunity; and fostering an environment where everyone understands their responsibilities under the Act.

## OBJECTIVES

- To narrow the gap in outcomes
- To identify and reduce violence that has a disproportionate impact on particular communities and groups.
- To support the development of strong communities
- To have a diverse workforce at all levels of the organisation







## HOUSING

### A safe, stable and affordable home for everyone, whatever their circumstances

Haringey is an extremely diverse borough, yet the challenge of finding a suitable, secure and appropriate home affects our residents from all ethnic and social backgrounds. As a council, we believe we can help build strong, settled communities by addressing the housing needs of all of Haringey's people, because our aspiration is for all of our residents to have a safe, stable and genuinely affordable home.

The council is committed to ensuring that there are enough homes available in Haringey which people can afford, and which are all of a decent quality across all tenures.

We believe that increasing the supply of council housing is one of the most important things we can do, because for many people a council home offers the only real chance of putting down roots in Haringey, in a stable good-quality home. One of our very highest priorities is to start a new era of council housebuilding in the borough, particularly using our own land. We will set and publish clear standards for the quality and design of these homes, and ensure every subsequent new council home meets those standards.

Others need provision of a different sort, whether it's renting a secure, sustainable home beneath the level of rent set by the market, support to buy their first home, or simply the assistance and advice that can prevent them from becoming homeless or help them into more stable housing. So we will work with partners to provide a diverse range of housing choices to meet local need, always prioritising homes which local people can really afford. Where homes are built for private sale, we will do all we can to ensure they are occupied and not just bought and left empty by investors.

Those at the sharpest end of the housing crisis are those who find themselves homeless. Our aim is to work with families to try to prevent homelessness wherever we can, continuing to respond to each household's particular circumstances in a timely way, and always to treat people with dignity and respect. We will offer early assistance and timely advice to help them maintain their tenancies and reduce the risk of eviction, or to help them into more stable housing. Where this is not possible, we will ensure that the temporary accommodation we use is better quality, better managed, more secure and costs less for the council – reducing our

reliance on poor quality private rented housing. We have also set the ambitious aim of ending rough sleeping on our streets.

Meanwhile, others may have a home, but one which is in such bad condition that it affects their and their family's well-being, for example by harming their health or their children's attainment at school. Many of those who rent need a better service from their landlord, and someone to defend their rights when their landlord doesn't deliver. We will be their champion, while we improve our own council homes and estates to a standard that goes wider than the Government's narrow definition of decent homes. Everyone has a right to live in a safe home, so we will work to ensure that people feel safe and secure in their home, whatever the tenure.

Our borough must offer something to all of those people. We prioritise these issues not because buildings or estates are important in themselves, but because the home in which a family lives is one of the most important factors in determining their prosperity and wellbeing. By ensuring every resident has a safe, stable and affordable home, we ensure they can participate in community life and achieve their full potential, and in turn build communities in which everyone can thrive, side by side, as equals.





# A safe, stable and affordable home for everyone, whatever their circumstances

Outcomes	Objectives
<b>1 We will work together to deliver the new homes Haringey needs, especially new affordable homes</b>	a) Deliver as many new, good quality homes of all kinds as we can, in good quality neighbourhoods, getting as close as possible to the Mayor of London's emerging target for Haringey of 1,502 new homes every year
	b) Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes
	c) Deliver 1,000 new council homes at council rents by 2022
	d) Secure the delivery of supported housing that meets the needs of older, disabled and vulnerable people in the borough
<b>2 We will work together to prevent people from becoming homeless, and to reduce existing homelessness</b>	a) Reduce the number of households in temporary accommodation by a quarter to 2,250 by 2022.
	b) Where temporary accommodation can't be avoided, improve the experience of homeless families and minimise costs by reducing the council's reliance on providers of nightly paid emergency accommodation
	c) Aim to end street homelessness by 2022
	d) Ensure access to high quality housing support that prevents or relieves homelessness for people with additional needs
<b>3 We will work together to drive up the quality of housing for everyone</b>	a) Improve the quality of Haringey's council housing, including by ensuring that a minimum of 95% of homes meet the Decent Homes Standard by 2022
	b) Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022
	c) Improve the quality of private rented housing and the experience of those living it, including by expanding landlord licensing and associated enforcement
	d) Ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge



## Outcome 1: We will work together to deliver the new homes Haringey needs, especially new affordable homes

Objective	How will we deliver the objective?
a) Deliver as many new, good quality homes of all kinds as we can, in good quality neighbourhoods, getting as close as possible to the Mayor's emerging target for Haringey of 1,502 new homes every year	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Monitor the supply of new homes through the planning system</li> <li>→ Work in close partnership with housing associations and developers to secure investment in the new homes Haringey needs</li> <li>→ Negotiate Planning applications and enforce Planning Policy to ensure the right quality and mix of homes</li> <li>→ Deliver a wide range of high quality homes through our Tottenham and Wood Green programmes</li> <li>→ Deliver estate renewal where estate ballots show clear resident support for the proposals</li> </ul>
b) Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Prioritise social rented homes in particular</li> <li>→ Provide more affordable intermediate homes like those at London Living Rent</li> <li>→ Develop a revised Housing Strategy setting out our approach to delivering the right mix of affordable homes, including by reviewing what we mean by 'affordability'.</li> <li>→ Negotiate Planning applications and enforce Planning Policy to ensure the right quality and mix of homes</li> </ul>
c) Deliver 1,000 new council homes at council rents by 2022	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Deliver a new generation of council homes, using a Wholly Owned Company to support that work where necessary.</li> <li>→ Acquire homes being built on Council land or in regeneration schemes with partners</li> <li>→ Secure homes on privately owned land through the Planning system (under Section 106)</li> <li>→ Use public and external funds where available to purchase street properties</li> </ul>
d) Secure the delivery of supported housing that meets the needs of older, disabled and vulnerable people in the borough	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Implement the recommendations of the 2017 Supported Housing Review</li> <li>→ Improve the use of Planning agreements (Section 106) to bring in specialist and extra care housing in mixed developments</li> <li>→ Develop a supported and specialist housing strategy and needs register</li> </ul>

Borough Plan outcome	Performance indicator	Target
1. We will work together to deliver the new homes Haringey needs, especially new affordable homes	Net additional homes provided	1,502 per year up to 2022
	We will track and report on:	
	<ul style="list-style-type: none"> <li>→ Planning consents</li> <li>→ Starts on site</li> <li>→ Completions</li> </ul>	
	Percentage of new homes which are affordable	40% up to 2022
	Number of new Council homes	1,000 additional homes by 2022
	We will track and report on:	
	<ul style="list-style-type: none"> <li>→ Planning consents</li> <li>→ Starts on site</li> <li>→ Completions</li> </ul>	

## Outcome 2: We will work together to prevent people from becoming homeless, and to reduce existing homelessness

Objective	How will we deliver the objective?
a) Reduce the number of households in temporary accommodation by a quarter to 2,250 by 2022.	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Prevent homelessness wherever possible through proactive prevention work, intervening early to support people to keep their existing home, or to find a home that meets their needs and a tenancy that they can sustain</li> <li>→ Invest in specific projects to prevent and reduce homelessness, funded through additional government grant (the Flexible Homelessness Support Grant), including: <ul style="list-style-type: none"> <li>→ helping people to secure and sustain tenancies in private rented accommodation</li> <li>→ setting up a single homeless hub to provide holistic services and access to the housing pathway</li> </ul> </li> <li>→ Support access to legal services so that tenants are aware of, and can assert, their legal rights</li> </ul>
b) Where temporary accommodation can't be avoided, improve the experience of homeless families and minimise costs by reducing the Council's reliance on providers of nightly paid emergency accommodation	<p>We will increase its own supply of homes for temporary accommodation by:</p> <ul style="list-style-type: none"> <li>→ Establishing a Community Benefit Society (CBS)</li> <li>→ Exploring a Purchase Repair &amp; Management model (PR&amp;M)</li> </ul> <p>Alongside this the Council will continue to pursue:</p> <ul style="list-style-type: none"> <li>→ The Homes for Haringey Acquisition programme</li> <li>→ Homes for Haringey shared facility lodges which include housing and employment support to residents</li> <li>→ Potentially joining schemes pursued by groups of Councils to secure additional supply of temporary accommodation through leases or acquisitions.</li> </ul>
c) Aim to end street homelessness by 2022	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Work with a wide range of partners in the public and voluntary sectors to prevent people becoming rough sleepers, and to offer targeted and flexible support to help people off the street.</li> <li>→ Deliver the council's Rough Sleeping Strategy, approved in March 2018, including rapid interventions to offer a route off the street and person-centred approaches</li> </ul>
d) Ensure access to high quality housing support that prevents or relieves homelessness for people with additional needs	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Collaborate across the public and voluntary sector to help people maintain their independence, with the right mix of support from the community and the appropriate services.</li> <li>→ Co-ordinate work to ensure that supported housing across the borough genuinely meets the diverse needs of residents, including care leavers, vulnerable young people and adults with care and support needs.</li> <li>→ Deliver high quality housing support through the Supported Housing and Housing Related Support Service, including piloting trailblazer initiatives funded from the Flexible Homelessness Support Grant.</li> <li>→ Deliver the additional improvements detailed in the Homelessness Strategy, including refuges and a supported housing pathway</li> <li>→ Work constructively with, and build the capacity of, voluntary sector partners</li> </ul>

Borough Plan outcome	Performance indicator	Target
2. We will work together to prevent people from becoming homeless, and to reduce existing homelessness	Number of households in temporary accommodation	Reduce by a quarter to 2,250 by 2022
	Percentage of people rough sleeping who have access to appropriate support to exit street homelessness	100%

## Outcome 3: We will work together to drive up the quality of housing for everyone

Objective	How will we deliver the objective?
a) Improve the quality of Haringey's council housing, including by ensuring that a minimum of 95% of homes meet the Decent Homes Standard by 2022	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Prioritise council investment and the delivery of Homes for Haringey's Decent Homes Planned Programme not only on meeting the Decent Homes Standard, but more widely on all the improvements needed to bring all Council homes and estates up to the standards that residents deserve.</li> <li>→ Work with the Police and others to improve safety and reduce anti-social behaviour on our estates.</li> </ul>
b) Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Work with Homes for Haringey to understand the key concerns residents have with their housing and its management, and focus the work of Homes for Haringey on addressing this</li> </ul> <p>Homes for Haringey will:</p> <ul style="list-style-type: none"> <li>→ Deliver its Improvement Programme, covering workforce, communications and promotion, processes, quality improvements, technology and data.</li> </ul>
c) Improve the quality of private rented housing and the experience of those living in it, including by expanding landlord licensing and associated enforcement	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Expand additional houses in multiple occupation (HMO) Licensing across the whole borough and look at protecting family housing zones</li> <li>→ Introduce 29 selective licensing areas for non-HMO accommodation within specific small areas of the borough.</li> <li>→ Expand the National Mandatory HMO Licensing to include a wider scope of Houses in multiple occupation following new legal definition.</li> <li>→ Continue enforcement action to target non-compliant landlords across the borough</li> <li>→ Develop a new Private Rented Sector Strategy further setting out specific aims and objectives in this area</li> </ul>
d) Ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Develop our network of housing providers to agree common standards and reporting, ensuring a robust, consistent and transparent approach to safety in Haringey's homes</li> <li>→ Enforce Planning policy to ensure compliance in new developments</li> <li>→ Deliver an effective Building Control service to ensure Building Regulations are met in all building work undertaken on homes in the borough.</li> </ul>

Borough Plan outcome	Performance indicator	Target
3. A safe, stable and affordable home for everyone, whatever their circumstances	Number of additional households living in improved conditions as a result of HMO Licensing schemes	9,000 by 2022
	Percentage of council homes meeting the Decent Homes standard	95% by 2022
	Resident satisfaction with Homes for Haringey	London TQ by 2022 (currently 78%)



## PEOPLE

Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.

Everyone wants to grow up to be healthy and happy and to feel in control of our own futures. Throughout our lives, our families, networks and communities are important in helping achieve this – and we know that at times, and as we develop and age, we will face different challenges and may need different types of support.

We also recognise that some people – children, young people and adults – will face additional barriers to achieving their ambitions and that there are stark inequalities between the experiences of different residents. Helping early, before problems become entrenched, means us all working differently alongside our communities, responding to early warning signs that individuals or families may need help wherever people come into contact with us - this is the rationale for Haringey's Community First programme.

The People priority brings different areas together where we are tackling problems which

cut across different parts of the public and voluntary sectors, such as violence against women and girls, homelessness, and serious youth violence. There are some themes which we see running through everything we do together:

- **Fairness and Inequalities** – we will reduce the gap in outcomes for different residents and tackle the barriers that disproportionately affect the independence, health and wellbeing of some residents, using a social model to tackling disadvantage that looks at the systemic and other barriers that can prevent people from achieving their potential
- **Prevention** – we will work alongside residents at all stages from the earliest years of a child's life through to old age to prevent needs arising wherever possible and to intervene earlier so that needs do not become too entrenched

- **Safeguarding** – we will step in to safeguard children, young people and adults who are at risk of harm, neglect or exploitation
- **Economic Wellbeing** – we will get as many people into work and financially independent as we can, whatever their backgrounds, removing the barriers to employment which some residents face
- **Community Involvement** – we will work alongside local communities in confronting challenges early and in building cohesive, supportive and connected communities which nurture, protect and support all residents
- **Partnership** – we will continue to develop our partnerships so that we can achieve what we have set out to do together, developing integrated services which improve residents' experiences and have the greatest impact

Our workforce is really important in driving the ambitious outcomes and change we are seeking. We need a highly skilled and responsive workforce, which is inclusive and reflects the diversity of the borough at all levels – and works alongside residents to build their resilience and independence.

Listening to residents and the community to understand their needs and aspirations is the starting point for working out solutions to the challenges residents and families face. It is through this creativity and working together that we will all achieve our vision for people: a Haringey where strong families, strong networks and strong communities nurture all residents to achieve their potential.





A Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential

Outcomes	Objectives
<b>4 Best start in life: the first few years of every child's life will give them the long-term foundations to thrive</b>	a) All families will be supported to have a healthy start in life from a healthy pregnancy to healthy early years b) Every child will be able to attend high quality early years settings c) Families will be supported by a community based and multi-agency early help offer helping them to get the right information and help at the right time
<b>5 Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities</b>	a) All our schools will be outstanding or good and an increasing proportion will be rated as outstanding. b) All children and young people, whatever their background, will achieve to the best of their abilities c) Children and young people will be physically and mentally healthy and well d) Children will grow up free from violence and fear of violence in the community wherever they live in the borough
<b>6 Every young person, whatever their background, has a pathway to success for the future</b>	a) All young people will be able to access routes to achievement and success b) Young people will feel prepared for adulthood c) Reduce the number of young people entering the criminal justice system
<b>7 All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities</b>	a) Healthy life expectancy will increase across the borough, improving outcomes for all communities b) People will be supported to live independently at home for longer c) Adults will feel physically and mentally healthy and well d) Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach
<b>8 Strong communities where people look out for and care for one another</b>	a) Carers will be supported and valued, including young carers b) A strong and diverse voluntary and community sector, supporting local residents to thrive c) Caring and cohesive communities which can offer support d) Levels of violence against women and girls will be significantly reduced



## Outcome 4: Best start in life: The first few years of every child's life will give them the long-term foundations to thrive

Objectives	Delivery
a) All families will have a healthy start in life from a healthy pregnancy to healthy early years	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Support parents and carers to have healthy pregnancies and healthy babies through early and ongoing access to antenatal support</li> <li>→ Ensure all families get effective support from health and community care services, connecting them to the wider support they may need, at the earliest opportunity</li> </ul> <p>As partners in the borough, we will:</p> <ul style="list-style-type: none"> <li>→ Continue to develop integrated provision within our Children's Centres, reaching out to all parents and carers in their neighbourhood</li> </ul>
b) Every child is able to attend high quality early years settings	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Increase the proportion of early years settings which are outstanding, including those in our most deprived wards</li> <li>→ Work with early years settings to build sector led quality improvement, delivering learning and development to ensure they have skilled and qualified staff in settings</li> <li>→ Develop the childcare market and help to tackle barriers to employment for some residents</li> </ul>
c) Families will be supported by a community based and multi-agency early help offer helping them to get the right information and help at the right time	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Develop a community-based approach to helping early, enabling parents and carers to get the right information and help at the right time</li> <li>→ Support parents and carers to build strong and care relationships with their children from the early years</li> <li>→ Listen better to the voice of children, young people and families and work with them earlier to support the best outcomes</li> <li>→ Work with parents and carers affected by drug or alcohol misuse, domestic abuse or poor emotional health and wellbeing making sure that their children are safe and cared for and build the capacity of our voluntary sector partners.</li> </ul>

Borough Plan outcome	Performance indicator	Target
4. Best start in life: the first few years of every child's life will give them the long term foundations to thrive	Percentage of children achieving Good Level of Development at Early Years Foundation Stage	Best amongst statistical neighbours by 2022 (currently 78%)

## Outcome 5: Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family and in our community

Objectives	Delivery
a) All our schools will be outstanding or good and an increasing proportion will be rated as outstanding.	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Increase the number of Haringey schools that are rated as outstanding including those serving our most deprived wards – whilst ensuring that 100% remain outstanding or good.</li> <li>→ Support all schools to develop a model of quality and excellence through the Haringey Education Partnership (HEP)</li> <li>→ Work with schools to support children in education through positive, clear, achievable and goals which respond to individual stories and circumstances.</li> <li>→ Increase the number of schools achieving the Healthy Schools Award</li> </ul>
b) All children and young people, whatever their circumstances, will achieve to the best of their abilities	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Pilot provision of free school meals to children aged 5-11 in 2019, evaluating its impact for the most deprived children and how we would expand it</li> <li>→ Improve the attainment of children from black, Asian and minority ethnic (BAME) backgrounds, looked after children or those from deprived households and close the attainment gap relative to the wider population.</li> <li>→ Support children with special educational needs and disabilities, aiming for inclusion in mainstream schools and setting wherever possible</li> <li>→ Support schools and partners to deliver initiatives to ensure that period poverty doesn't have an impact on access to education</li> <li>→ Drastically reduce the number of exclusions, intervening where young people are at risk and ensuring alternatives so that all young people can continue to be effectively educated and supported to return to mainstream schooling where appropriate.</li> <li>→ Listen effectively to all children and young people, ensuring they influence the decisions being made about their future education and welfare.</li> <li>→ Ensure there are structured ways for young people to engage in dialogue with statutory services at a strategic and operational level</li> </ul>

<p>c) Children and young people will be physically and mentally healthy and well</p>	<ul style="list-style-type: none"> <li>→ Work with partner agencies to continue to build up a strong network and information base of positive and healthy activities for all children and young people across the borough</li> <li>→ Build robust pathways for all children, young people and families to access the support available to improve their physical and mental health and wellbeing and reduce neglect</li> <li>→ Support children and young people to build healthy relationships, including through schools.</li> <li>→ Further develop our multi-agency approach to mental health services for children and young people at all levels of need ensuring pathways to support are clear and accessible</li> <li>→ Develop therapeutic support for families affected by domestic violence and all forms of Violence Against Women and Girls</li> <li>→ Work with businesses, our local partner agencies and with our diverse communities to focus on improving health eating and increasing physical activity, in order to reduce the rates of obesity in our primary school children</li> </ul>
<p>d) Children will grow up free from violence and fear of violence in the community wherever they live in the borough</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Work together to develop a Young People at Risk Strategy to deliver targeted support to address the vulnerabilities of young people who are most at risk, and their peers.</li> <li>→ Work with young people and those around them to ensure that their voices are heard and that they can access help when they experience problems feeling confident to do so.</li> <li>→ Deliver appropriate intensive support to young people already engaged in or on the periphery of gangs and violence.</li> <li>→ Reduce the number of young people and children entering the criminal justice system</li> <li>→ Develop approaches to mediate and resolve conflicts in the community.</li> <li>→ Work with the community and statutory partners to reintegrate ex-gang members and offenders and give them the opportunities to take a more positive path.</li> <li>→ Invest in community engagement.</li> </ul>
<p>e) Families will be supported by a community based and multi-agency early help offer helping them to get the right information and help at the right time</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Collaborate with schools, parents and carers and a range of stakeholders to identify early those most at risk of missing education and build the skills to intervene successfully</li> <li>→ Collaborate with parents and carers to support children at risk of harm as early as possible</li> <li>→ Offer tailored support to parents and carers of children with additional needs who may require additional help</li> <li>→ Work with parents and carers to try to remove the barriers which some children face in achieving their full potential, stepping in to safeguard and protect children and young people</li> </ul>



Borough Plan outcome	Performance indicator	Target
5. Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities	Children and Young People's wellbeing: → Percentage of pupils reporting they are satisfied with their life at the moment → Percentage of pupils reporting that they feel there is someone to talk to	Improve from baseline: 65% and 44%, respectively (2017)
	Quality of social work practice	Improvement towards an Ofsted rating of 'Good'.
	Percentage of year 6 children overweight or obese	London TQ by 2022 (currently 36%)

## Outcome 6: Every young person, whatever their background, has a pathway to success for the future

Objectives	Delivery
a) All young people will be able to access routes to achievement and success.	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Open up opportunities for all young people to achieve, aiming high for all</li> <li>→ Build routes for young people to stay on in full time education, employment or training, including apprenticeships and business start up</li> <li>→ Have high quality education, employment and training post-16 which meets the needs of all our children and in particular supports those with special educational needs and disability (SEND), those from a black, Asian and minority ethnic (BAME) background, young people who are looked after, and those living with deprivation, to develop skills and experience</li> <li>→ Nurture young people's ambition and facilitate access to the most prestigious academic institutions</li> </ul>
b) Young people will feel prepared for adulthood	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Support all young people to make successful transitions into adulthood in particular those who are looked after, with special education needs, disabled or vulnerable</li> <li>→ Ensure all young people can access information to get help and understand how to protect themselves from sexually transmitted infections, unintended pregnancies, substance misuse</li> <li>→ Build robust supported housing pathways for young people, including support to sustain a tenancy</li> </ul>
c) Reduce the number of young people entering the criminal justice system	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Engage with young people and parents to better understand and address issues and concerns and work with them to design and deliver services that will make a difference.</li> <li>→ Provide youth services that help young people feel safe and confident, build healthy relationships, and raise their aspirations for their futures.</li> <li>→ Actively secure external funds to support initiatives that help young people to flourish through mentoring, skills and employment, healthy lifestyles and educational attainment.</li> <li>→ Ensure all young victims of knife crime have opportunities to access victim support and mental health services.</li> </ul>

Borough Plan outcome	Performance indicator	Target
6. Every young person, whatever their background, has a pathway to success for the future	Children and Young People's Attainment <sup>1</sup> : → Percentage of children reaching expected standard in reading, writing and mathematics at Key Stage 2 -GCSE 'Attainment 8': students' average grade across 8 subjects → GCSE 'Progress 8': a measurement of students' progress against expectations across 8 subjects between Key Stages 2 (aged 10/11) and 4 (aged 15/16)	All to be London TQ by 2022 (currently 71.25%, 50.6 and 0.41, respectively), including by narrowing the gaps between the highest achieving schools and the rest
	Percentage of schools and Early Years settings rated Outstanding or Good	100% Outstanding or Good, with a third of all settings Outstanding by 2022
	Percentage of young people aged 16-24 in education, employment or training (EET)	Above London average by 2022 (94.2%)
	School exclusion rates: → Number of Secondary school fixed term exclusions as a percentage of the school population → Number of Secondary school permanent exclusions as a percentage of the school population	Reduction from baseline: 9.16 and 0.22, respectively (2016/17)
	First time entrants to the youth justice system aged 10 to 17 (rate per 100,000 10-17 year olds)	Reduction from baseline: 403 (June 17 to June 18)

## Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active, safe and connected in their communities

a) Healthy life expectancy will increase across the borough, improving outcomes for all communities	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Make Haringey a healthier place to live, work and participate, working with our partners to improve wellbeing in all areas of borough life.</li> <li>→ Work with communities to co-design our emerging approach to helping early – Communities First – ensuring people have the tools to manage better from the start</li> <li>→ Seek to close the gap in health and wellbeing outcomes for all residents, including communities living in our most deprived wards and where the gap is greatest.</li> </ul>
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b) People are supported to live independently and well at home for longer	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Provide disabled and older residents with the right information and advice, at the right time, to ensure that they get the right level of support to participate in all aspects of community life</li> <li>→ Work with partners to tackle the barriers to sustainable employment for disabled people</li> <li>→ Support disabled and older people to regain their independence following a sudden crisis or time in hospital</li> <li>→ Strengthen and diversify housing-related support, to enable people to build independent living skills, be a good neighbour, relieve social isolation and recover from major life changes.</li> <li>→ Work seamlessly across health and care to develop integrated and place-based care to support residents in their neighbourhoods, with a focus on prevention</li> </ul>
c) Adults will feel physically and mentally healthy and well	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Collaborate across agencies to promote parity of esteem between physical and mental health</li> <li>→ Reduce the stigma and discrimination associated with mental ill health, especially in the workplace</li> <li>→ Strengthen support for people to manage their mental health, at the earliest opportunity</li> <li>→ Provide the right help at the right time, building community-based provision</li> </ul>
d) Men and women with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Work together to remove barriers to accessing support, joining up service delivery, and empowering people to make a positive change in their lives delivering to a Community First model</li> <li>→ Work with partners to ensure that people with complex histories of homelessness, trauma and abuse achieve improved wellbeing outcomes</li> <li>→ Create and sustain a single homeless hub, to offer joined up support to vulnerable people who are homeless and/or at risk of homelessness</li> </ul>

Borough Plan outcome	Performance indicator	Target
8. All adults are able to live healthy and fulfilling lives, with dignity, staying active, connected and free from harm in their communities	<p>Healthy Life Expectancy: number of years lived in 'good' or 'very good' health<sup>2</sup>:</p> <ul style="list-style-type: none"> <li>→ Healthy Life Expectancy at Birth (Males)</li> <li>→ Healthy Life Expectancy at Birth (Females)</li> <li>→ Healthy Life Expectancy at 65 (Males)</li> <li>→ Healthy Life Expectancy at 65 (Females)</li> </ul>	Add an additional year to HLE by 2022 across all measures
	Percentage of residents physically active (Sports England Survey)	Increase physical activity by an average of 0.4 percentage points year on year to 2022
	Total non-elective admissions into hospital for all ages per 100,000 population.	Target not yet set (NHS England / Better Care Fund)
	Delayed transfers of care from hospital 18+ per 100,000 population	Target not yet set (NHS England / Better Care Fund)
	Proportion of adult safeguarding cases with risks removed or reduced at end of case	95% removed or reduced, with an increased proportion removed
	Adult wellbeing measure(s) to be developed <sup>3</sup>	



## Outcome 8: Strong communities where people look out for and care for one another

Objectives	Delivery
a) Carers are supported and valued, including young carers	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Celebrate Haringey as a borough that cares, increasing rates of identification and listening to the voice of carers</li> <li>→ Promote the local offer for carers in Haringey, enhancing peer to peer support</li> <li>→ Reach out to young carers, responding consistently to their needs and those of the person they care for, providing additional support for their educational development so that they can thrive in all areas of their lives.</li> </ul>
b) A strong and diverse voluntary and community sector, supporting local residents to thrive	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Enhance our support for capacity building in the voluntary and community sector (VCS)</li> <li>→ Work together with the VCS to attract inward investment into the borough for the VCS and to support a more sustainable funding approach</li> <li>→ Work proactively with the VCS to ensure the voices of communities and residents inform all levels of planning</li> </ul>
c) Caring and cohesive communities which can offer support	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Continue to support faith leaders and religious communities to address and respond to key neighbourhood issues collectively</li> <li>→ Develop multi-agency approaches to tackle and reduce Hate Crime based on a zero tolerance approach: crime targeted at people because of their race, religion, disability, sexual orientation or gender identity.</li> <li>→ Help migrants to settle more quickly and successfully into life in the borough, including through the Connected Communities programme.</li> </ul>
d) Levels of violence against women and girls will be significantly reduced	<ul style="list-style-type: none"> <li>→ Develop a coordinated community response to all forms of violence against women, working in partnership across sectors to develop a zero tolerance approach</li> <li>→ Focus on prevention and early intervention to reduce the incidence of violence in Haringey</li> <li>→ Ensure the best outcomes for survivors through holistic and trauma-informed support, recognising the important work of women's refuges and other specialist women's services.</li> <li>→ Hold perpetrators to account and increase the percentage of successful criminal justice outcomes</li> </ul>

Borough Plan outcome	Performance indicator	Target
9. Strong communities where people look out for and care for another	Percentage of residents agreeing your local area is a place where people from different backgrounds get on well together	Improvement from 2018 level
	Percentage of residents taken part in any volunteering activities over the last 12 months	Improve towards national benchmark of 38% (from DCMS community life survey)
	Number of reported Hate Crime offences (all types) per 100,000 population <sup>4</sup>	Any increase or decrease better than London average
	Domestic abuse: Violence with injury <sup>5</sup>	Reduction from baseline: 352.7 (2017/18)

## Notes

1 To support us in achieving this goal we will also regularly track the attainment of groups who are known to achieve below average results, particularly children in receipt of Free School Meals, Black Caribbean children, Turkish and Kurdish children, children with Special Educational Needs or Disabilities (SEND)

2 This measure is preferred to other possible measures (such as Life Expectancy, Cardio Vascular Disease Mortality Rates) as it focusses on the number of years people are living healthily, rather than extending life in poor health. We know that nationally HLE increases are lagging behind increases in life expectancy. We will also develop and report on local indicators that more directly measure the ability of local agencies and partners to improve health outcomes for local people, including tackling health inequalities that exist for particular groups and local areas.

3 We will develop new measures to enable us to track and understand more deeply the wellbeing of our residents and their experience of local services and support in their communities. These will build on work already undertaken by the Council and its partners.

4 We know that the number of Hate Crimes is very sensitive to regional, national and global factors as well as local. Our aim is to reduce Hate Crime locally once these factors have been taken into account.

5 Accurately measuring the level of domestic abuse is extremely challenging as it depends on victim/survivors or friends and relatives reporting or seeking help; Domestic abuse is historically underreported. Through the plan period we will look to develop measures of domestic abuse that more accurately reflect the experiences and outcomes of victim/survivors.







## PLACE

A place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green.

Residents have told us that their local environment is very important to them and it is the reason that many people live here. We want Haringey to be a place of green open spaces that everyone can access; a place where the already excellent transport links get even better; where people are active and live longer, healthier lives and a place where people feel safe and secure in their own homes and neighbourhoods.

As the borough continues to grow, becomes better connected and continues to be a destination for many Londoners, we will need to ensure Haringey remains a safe and pleasant environment for all. We want to work with

partners and the local community to achieve this and in defining and shaping how the borough looks and feels, both now and in the future. We want to ensure that growth in the borough is something that everyone can benefit from and produces sustainable, attractive, accessible high-quality buildings, homes, streets, parks and other open public spaces.



Outcomes	Objectives
<b>9 A healthier, active and greener place</b>	a) Protect and improve parks, open space, and green space, promoting community use
	b) Increase the levels of physical activity across the borough
	c) Improve air quality, especially around schools
	d) Reduce CO <sub>2</sub> by 40% before 2020 and begin the journey to reduce to zero by 2050
<b>10 A cleaner, accessible and attractive place</b>	a) Provide safe and accessible roads, pavements and other public spaces for everyone, especially vulnerable users
	b) Improve cleanliness and reduce the levels of fly tipping
	c) Provide an attractive and well-maintained public realm
	d) Minimise the amount of waste generated by our residents and businesses and increase levels of recycling
<b>11 A culturally engaged place</b>	a) Provide accessible, quality spaces for people to come together, especially for young people and children
	b) Foster a strong and diverse cultural offer
	c) Improve connectivity
<b>12 A safer borough</b>	a) Improve community confidence and reduce the fear of crime using our relationships with partners and communities as well as our physical assets including the built environment and closed circuit television (CCTV) stock
	b) Reduce the number of victims and perpetrators of crime and reduce the serious harm experienced by victims
	c) Ensure that the criminal justice system proceeds swiftly and proportionately, with victims supported and perpetrators brought to justice

## Outcome 9 : a healthier, active and greener place

Objective	How will we deliver the objective?
a) Protect and improve parks, open space, and green space, promoting community use	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Continue with partners to invest in our parks with over £15 million of improvements planned over the next five years, including new playgrounds and sports facilities.</li> <li>→ Develop a new Parks and Open Spaces strategy and consult with partners and local communities about how we will work together to protect, enhance and, where possible, extend green and open space in Haringey.</li> <li>→ Promote the use of our parks for a wide range of events and activities, including more community use.</li> <li>→ Plant more trees to make our streets and open spaces greener.</li> <li>→ We will work with partners, including Environmental Community Groups, to maintain the borough's watercourses, maximising their environmental and health benefits</li> </ul>
b) Increase the levels of physical activity across the borough	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Communicate with residents to promote physical activity and awareness of facilities, activities, discounts and subsidies.</li> <li>→ Create healthier places, including parks and open spaces, in line with the Mayor of London's Healthy Streets plan, to support people to be active by cycling, walking, playing, and participating in sport.</li> <li>→ Bring about a shift from car use to walking and cycling by promoting the concept of "active travel".</li> <li>→ Support schools to create an active environment by promoting active travel, sport, and physical activity in schools.</li> <li>→ Provide accessible, inclusive, and attractive sports and leisure facilities that meet residents' needs in line with best practice elsewhere.</li> <li>→ Create active workplaces by implementing good practice among our workforce and by working with large employers in Haringey.</li> </ul>





c) Improve air quality, especially around schools	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Take measures to reduce the impact of road vehicles on air pollution including through parking controls, parking charges and improving the environmental emissions of the council and partners' vehicle fleets.</li> <li>→ Implement measures through planning controls and sustainable design to reduce the impacts of emissions from developments and buildings on the local community.</li> <li>→ Encourage residents to make choices that minimise air pollution such as such as travelling by walking, cycling and using public transport.</li> <li>→ Support all schools to reduce the impact of air pollution on pupils.</li> </ul>
d) Reduce CO2 by 40% before 2020 and begin the journey to reduce to zero by 2050	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Promote Ultra Low Emission Vehicles, such as electric cars, and where required work with partner to install electric charging points.</li> <li>→ Require all new development to achieve the Zero Carbon Standard.</li> <li>→ Improve the carbon footprints of the council's corporate buildings and work with other partners to encourage energy efficiency projects.</li> <li>→ Lead on the delivery of an energy network where more sustainable energy is generated for use within the borough.</li> <li>→ Develop a plan for Haringey to become Zero Carbon by 2050 and start on its delivery.</li> <li>→ Explore setting up an alternative local or regional energy savings company(s) that would serve our community by helping to tackle fuel poverty.</li> </ul>





Borough Plan outcome	Performance indicator	Target
9. A healthier, active and greener place	Percentage of residents who say parks and open spaces are one of the things they most like about living in the area (Haringey Residents' Survey)	Maintain current baseline: 38% (2018)
	Percentage of residents physically active (Sports England Survey)	To increase physical activity by an average of 0.4 percentage points year on year by 2022/23
	Delivery of key milestones and activity set out in the Air Quality Action Plan, including: → Ensure responses to planning applications include air quality conditions → Deliver new electric vehicle charging points → Deliver new secure cycle parking spaces	Deliver our Air Quality Action Plan
	CO <sub>2</sub> emissions	Reduce Expected Carbon emissions to 600 kT CO <sub>2</sub> by 2022 (in line with our target of zero emissions by 2050)

## Outcome 10: A cleaner, accessible and attractive place

Objective	How will we deliver the objective?
a) Provide safer and accessible public spaces for everyone, especially children, young people, and people with disabilities	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Invest with partners £20million in maintaining the highways network over the next five years, making it safer and more accessible for cyclists and pedestrians, and those with disabilities.</li> <li>→ Invest £5million in our street lighting over the same period, continuing the expansion of LED lighting, reducing road accidents, discouraging crime and reducing fear of crime.</li> <li>→ Invest £3million in highways improvement schemes improving walking and cycling facilities across the borough, including improvements to major signal junctions.</li> <li>→ Invest in a new CCTV control room and CCTV camera expansion and replacement programme across the borough.</li> <li>→ Implement Controlled Parking Zones (CPZs) where residents want these.</li> <li>→ Invest over £3million to reduce flooding and risk of flooding through measures that will also enhance the public realm.</li> <li>→ Maintain our streets to a high standard, by responding more effectively to repair issues like potholes thereby making our roads and pavements safer for all users.</li> </ul>

b) Improve cleanliness and reduce the levels of fly tipping	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Make sure all our streets are clean and carry out enforcement activity to discourage littering and fly tipping.</li> <li>→ Take an assertive and pro-active approach to reduce fly-tipping, working with our communities and other partners.</li> <li>→ Review the effectiveness of our bulky waste collection for residents, landlords, and businesses.</li> <li>→ Make sure our parks are clean.</li> <li>→ Work with local businesses to make our high streets cleaner.</li> <li>→ Take an assertive and pro-active approach to reduce fly-tipping, working with our landlords, communities and other partners.</li> </ul>
c) Minimise the amount of waste generated by our residents and businesses and increase levels of recycling	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Provide convenient waste and recycling services that enable residents to recycle a wide range of materials and dispose of their waste responsibly.</li> <li>→ Review how and what waste we collect to encourage behaviours that promote recycling and minimise waste that has to be sent to landfill or incinerated.</li> <li>→ Provide guidance to residents and businesses on how to minimise waste and what can be recycled.</li> <li>→ Require new development to have integrated, well-designed recycling facilities.</li> <li>→ Work to make our waste collections as efficient as possible to reduce costs.</li> </ul>

Borough Plan outcome	Performance indicator	Target
10. A cleaner, accessible and attractive place	Number of people killed or seriously injured on Haringey's roads (TfL)	As per current zero target by 2041
	Modal shift to walking, cycling and public transport % mode share by Haringey resident based on average daily trips (TfL)	81% by 2022/23 (88% by 2041)
	Percentage of streets assessed as unacceptable levels of cleanliness and litter	Maintain current baseline: 11% (2018)
	Percentage of residents satisfied or very satisfied with street cleaning (Veolia Survey)	Maintain current baseline: 66% (2018)
	Amount of waste per household sent to landfill/incineration (kg per household)	To reduce current baseline of 516kg of waste per household per year by 1% per year (approx. 5 kg per year)

## Outcome 11: A culturally engaged place

Objective	How will we deliver the objective?
a) Foster strong and diverse cultural activities	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Support a range of events in the borough, from sport at White Hart Lane and music festivals in our parks, through to activities in our libraries and community-led arts and culture in venues across the borough.</li> <li>→ Safeguard and strengthen the borough's cultural heritage by effectively managing, investing in, and encouraging access to our heritage assets, museums, and libraries.</li> <li>→ Protect and promote creative and cultural activity and infrastructure that enables people to gain skills and employment in creative industries and increases investment into the borough.</li> <li>→ Support cultural organisations to attract more people to their offer so that there are more opportunities for everyone to connect to the arts and culture in the borough.</li> <li>→ Celebrate what is distinctive about Haringey so that our residents are inspired to take part in the great culture on their doorstep and attract visitors from across London and beyond to join us.</li> </ul>
b) Improve connectivity around the borough especially for pedestrians and cyclists	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Deliver major infrastructure projects to improve transport links in the borough, including improvements at Tottenham Hale and Seven Sisters</li> <li>→ Make it easier to cycle around and through the borough by working with Transport for London on new cycle routes.</li> <li>→ Improve walking, cycling and bus networks, as well as public transport interchanges, enabling people to move easily around the borough and through the borough.</li> <li>→ Coordinate and manage all street works, liaising with utility companies, neighbouring boroughs and Transport for London, to minimise disruption and congestion on the road network.</li> </ul>

Borough Plan outcome	Performance indicator	Target
11. A culturally engaged place	Indicators for engagement in cultural activity	TBC



## Outcome12: A safer borough

Objective	How will we deliver the objective?
a) Improve community confidence and reduce the fear of crime	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Use the Community Safety Partnership actively to work with partners in statutory, community, voluntary and business sectors to promote community resilience and confidence, developing our Community Safety Strategy to have people's core concerns at the heart of it.</li> <li>→ Refresh with partners our Enforcement Strategy and increase confidence through our shared enforcement powers, involving communities and telling people how they can make a difference.</li> <li>→ Support and challenge the Metropolitan Police and other partners to establish stronger relationships with our local communities, especially young people in how we work together in reducing crime and improve confidence.</li> <li>→ Work with the Metropolitan Police, and other partners to ensure the criminal justice system works swiftly to secure convictions against perpetrators of crime.</li> <li>→ Ensure the victims of crime are fully supported.</li> <li>→ Work with partners, including urban designers, police, and local communities to design out crime and improve safety.</li> <li>→ Continue to work with neighbouring boroughs and other partners to secure funding from national government and the Mayor's Office for Policing and Crime (MOPAC) to address confidence building measures across borough boundaries.</li> </ul>
b) Reduce the number of victims and perpetrators of crime and reduce the serious harm experienced by victims	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Use the full range of tools available to prevent offending and re-offending by providing support that is proven to work - financial advice, housing advice and employment opportunities.</li> <li>→ Tackle knife and gun carrying among young people in partnership through a range of activities including raising awareness of the risks.</li> <li>→ Reduce the harm caused by gangs and serious violence in partnership by addressing vulnerability and by empowering gang members to exit gangs.</li> <li>→ Tackle extremism and hate crime making sure no community feels threatened.</li> <li>→ With partners review the effectiveness of our current Integrated Offender Management (IOM) model.</li> </ul>

Borough Plan outcome	Performance indicator	Target
12. A safer borough	Percentage residents feeling very safe or fairly safe when outside in the local area during the daytime/after dark (Veolia Haringey Residents Survey)	<p>To increase the percentage of residents feeling safe to:</p> <ul style="list-style-type: none"> <li>→ After dark: 68% (currently 65%)</li> <li>→ Daytime: 93% (currently 91%)</li> </ul>
	→ Violence with Injury (non-domestic Abuse)	<p>To improve from current baseline (rolling 12 month Dec 2018):</p> <ul style="list-style-type: none"> <li>→ Non-DA VWI offences: 2,044</li> </ul>
	→ Robbery - Personal Property	<ul style="list-style-type: none"> <li>→ Robbery - Personal Property: 1,728</li> </ul>





## ECONOMY

A growing economy which provides opportunities for all our residents and supports our businesses to thrive

Our diverse and dynamic business community is a priority and we are committed to investing in and improving our services to business, whether small, medium or large. We will make sure that investment and development has the interests of our communities at its heart and is undertaken for the benefit of our local residents and businesses.

Community wealth building will be at the centre of our approach. We will focus on building wealth within the community and will pursue this agenda across all of our activities. We want to build the strength, depth and wealth of our local economy and will create safe and attractive environments for both businesses and our residents to thrive.

We will take steps to encourage the public sector to work together to spend in a unified way, to use our spending power to support the local economy, and build up local capacity. This includes the implementation of a new procurement strategy which would place greater emphasis on procuring goods and services locally. Every public pound spent must provide maximum public benefit. Alongside this we

will work with local businesses to ensure that they have the capacity to succeed and grow, benefiting from the investment coming into London and Haringey and ensuring that this investment supports our local economy.

Every Haringey resident needs an income which supports them and their family. We believe that everyone deserves the opportunity to realise their potential and to build a future through rewarding work. That's why our goal for Haringey residents is the chance to get a stable job, on decent pay.

We are committed to creating more quality job opportunities in the borough and will work with our businesses to enhance apprenticeship and training opportunities for local people. We recognise the potential across the borough and particularly in the Upper Lea Valley, Tottenham and Wood Green areas to provide more homes and jobs for our people, and will work with our neighbouring boroughs to explore this. We expect those job opportunities to be at all levels. We continue to believe that increasing the quantity and range of services delivered directly

by the council, enhances the availability of quality jobs with good pay and conditions and this will have a positive impact on local prosperity and well-being.

We recognise and support the wider contributions businesses make to our communities. Successful businesses not only offer more and better jobs for our residents, they also bring life to our town centres and high streets, and provide a vital range of services on which many thousands of residents depend. Haringey's wide range of independent businesses give our communities their unique character and attract in visitors from all over London.

London is one of the greatest and most dynamic cities in the world. That brings fantastic opportunities for many people and businesses, but brings high levels of competition for jobs and homes, and for some people the opportunities can feel impossibly out of reach. Residents can experience a range of barriers that make it harder to get into work from lack of childcare, to poor health or lack of skills. We are committed to supporting people to overcome these barriers.

We will ensure that there is access to the appropriate skills and training for personal development – so that our residents can secure quality jobs with opportunities for progression, whether in the borough or further afield. Our ambitions for our young people are high and we recognise how important it is that they succeed – and can act as role models for others in the borough. We will seek to ensure that young people who want to, are encouraged to go on to further education and supported into higher level jobs. We will work with our private sector partners to ensure that local people are given opportunities to gain employment at all levels of their organisations.

We will also support our residents who want to become entrepreneurs, recognising that starting your own business is a great option for some. Working with local business groups we will seek to identify what additional SME support is required and attract external investment in business support programmes including economic development initiatives and workspace projects to support local business development and strengthen the social value and local benefits of economic growth.



A growing economy which provides opportunities for all our residents and supports our businesses to thrive

Outcomes	Objectives
<b>13 A growing economy and thriving local businesses, supported by a community wealth-building approach</b>	a) Maximise the benefits of council, other public sector funding and private investment for the local area
	b) Make it easier to do business in Haringey
	c) Increase the numbers of entrepreneurs who develop new start-ups in the Borough and who choose Haringey as a place to grow their businesses.
	d) Provide affordable business space across the borough
	e) Support our town centres and high streets to thrive in a changeable economy
<b>14 A borough where all residents have access to training and skills development opportunities and more people are supported into work</b>	a) Enable all residents to access opportunities to develop their skills, so that they can compete effectively for high quality jobs in the local and London labour market
	b) Increase the number of Haringey residents, especially from disadvantaged background and/or with additional needs, securing quality employment
	c) Support higher numbers of local residents, in particular those from disadvantaged backgrounds, to secure quality apprenticeships
<b>15 A borough with more quality jobs with opportunities for progression</b>	a) Ensure investment in the borough increases the number of quality jobs for local people
	b) We will become a London Living Wage Borough (LLW) and use our own purchasing power to promote quality jobs
	c) Help grow those sectors of the economy which offer the best opportunities for our residents
	d) Use direct delivery to promote quality local employment and community prosperity.
<b>16 Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green</b>	a) Regeneration for the benefit of our communities within Tottenham and Wood Green
	b) Take account of how people feel about the way their local areas are changing, building cohesive and resilient communities
	c) Use council land and assets to promote improved outcomes for residents
	d) Bring the physical and social infrastructure that growing communities need



## Outcome 13: A growing economy and thriving local businesses, supported by a community wealth-building approach

Objective	How will we deliver the objective?
a) Maximise the benefits of council, other public sector funding and private investment for the local area	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Develop a community wealth-building strategy, with the council as facilitator, learning from other local authorities.</li> <li>→ Work with our public sector partners and anchor institutions to promote a 'one public sector' approach to spending public funds.</li> <li>→ Implement a new procurement strategy, which places greater emphasis on local benefit, to increase the proportion of contracts awarded to local businesses and voluntary sector providers, and maximise jobs for local people.</li> <li>→ Work with existing businesses, entrepreneurs and trades unions to strengthen local capacity to benefit from both public and private investment.</li> <li>→ Explore the potential to develop a community bank</li> </ul>
b) Make it easier to do business in Haringey	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Commit to the actions set out in our Business Pledge, developed with local business representatives</li> <li>→ Deliver a high quality of services to our businesses, providing a clean, green and safe operating environment.</li> <li>→ Improve processes to make it easier to be compliant with licensing, regulatory services and planning.</li> <li>→ Celebrate the successes of our businesses and promote them to others, including through our website.</li> <li>→ Improve our communications with businesses, including through the Wood Green Business Improvement District, Traders' Forums and the Haringey Business Alliance; encourage businesses to contribute their views when Council policies are out for consultation. and give businesses a greater say in the development of council policy.</li> <li>→ Use our influence to lobby for a fair business rates policy, with relief to those who need it most.</li> <li>→ Work with businesses and trade unions to promote quality employment, promoting the payment of London Living Wage as a minimum and encouraging greater trade union rights and representation</li> </ul>

c) Increase the numbers of entrepreneurs who develop new start-ups in the Borough and who choose Haringey as a place to grow their businesses	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Continue to seek external funding to provide investment and loan support to our local businesses</li> <li>→ Provide effective advice and support to those starting new businesses, through our coordinated network of enterprise centres and our libraries working with the British Library.</li> <li>→ Seek to secure external funding that supports the development of our key sectors and economic areas, including in the Creative Enterprise Zone and Productive Valley in the Upper Lea.</li> </ul>
d) Secure the delivery of a range of workspaces to meet the needs of a modern economy	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Ensure the delivery of the right mix of employment spaces through the planning process.</li> <li>→ Pilot employment intensification approaches in key employment areas where space is at a premium, such as in the Upper Lea Valley.</li> <li>→ Use meanwhile spaces for flexible workspaces.</li> <li>→ Pilot innovative approaches to address the affordability of workspaces in key economic sectors.</li> <li>→ Seek to maximise employment intensity in Haringey's industrial estates, leading by example through the use of Council land</li> </ul>
e) Support our town centres and high streets to thrive in a changing economy	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Support investment in Tottenham High Road</li> <li>→ Support the Wood Green Business Improvement District and other local business and retailer partnerships</li> <li>→ Secure investment in our high streets and town centres to help them thrive, including public realm, events, meanwhile uses, arts and culture</li> </ul>

Borough Plan outcome	Performance indicator	Target
13. A growing economy and thriving local businesses, supported by a community wealth-building approach	Gross Value Added (£M)	Improve Haringey's position relative to London and statistical neighbours
	Total amount of additional employment floorspace	Track delivery against the expected pipeline
	Number of jobs in Haringey	Maintain 73,600 jobs registered with employers in the borough
	Percentage of council's expenditure on goods and services spent with Haringey businesses	Increase current 30% share
	Commitment to developing more specific measures, particularly relating to any sectoral focus.	Following the development of the Economic Development Strategy later in the year.

## Outcome 14: A borough where all residents have access to training and skills development opportunities and more people are supported into work

Objective	How will we deliver the objective?
a) Enable all residents to access opportunities to develop their skills, so that they can compete effectively for high quality jobs in the local and London labour market	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Deliver an employment-focused adult learning programme (through our existing Adult Learning Service and network of providers)</li> <li>→ Improve the skills levels of local residents to access regeneration created jobs (through the Haringey Employment and Recruitment Partnership)</li> <li>→ Improve skills levels to support more people secure and progress in work (through the commissioning of the Haringey Higher Levels Skills projects)</li> <li>→ Work with a range of educational and employment support providers to develop a skills programme that responds to the needs of our key economic sectors.</li> <li>→ Provide English language courses (ESOL) to new migrants and those for whom poor English is a barrier to employment, including through the Connected Communities programme.</li> <li>→ Work through local and sub-regional partnerships to influence the delivery of the devolution agenda and maximise impact for Haringey residents.</li> </ul>
b) Increase the number of Haringey residents, especially from disadvantaged backgrounds and/or with additional needs, securing quality employment	<ul style="list-style-type: none"> <li>→ Work with Haringey Employment Support Team (HEST) and Homes for Haringey (HfH) to support more local people into at least 26 weeks sustained employment</li> <li>→ Support the integration of the Work and Health Programme (Central London Works) to support more Haringey residents, particularly those with health and/or disability or additional needs (e.g. offending background, substance misuse) secure meaningful employment</li> <li>→ Commission, as and when appropriate, employment related services for our residents, including work with employers on an Individual Placement Scheme for people with severe and enduring mental illness, and apply the same approach to people embarking on treatment for substance misuse.</li> </ul>
c) Support higher number of local residents, in particular those from disadvantaged backgrounds, to secure quality apprenticeships	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Develop a borough-wide Apprenticeship Action Plan</li> <li>→ Develop in house apprenticeship / paid internship / work experience offer by 2020</li> <li>→ Build in need to provide apprenticeship opportunities in our regeneration and development activities including s106 agreements with developers</li> <li>→ Build in requirement to provide apprenticeship opportunities to local residents in our procurement and/or commissioning activities as appropriate to the activity</li> <li>→ Work with schools to ensure apprenticeships is promoted as a viable option for all students</li> <li>→ Work with local and other employers to create and improve access to quality apprenticeships for local people.</li> </ul>



Borough Plan outcome	Performance indicator	Target
14. A borough where all residents have access to training skills and development opportunities and more people are supported into work	Haringey residents supported into employment	500 residents per year supported into employment
	Number of Haringey residents starting an apprenticeship	200 Haringey residents starting a full apprenticeship over the Borough Plan period of 2019-2023, of which the majority are expected to be young people under 26 years of age.
	Skill levels of residents, specifically residents in Tottenham with higher level qualifications	→ Reduction in the number of residents with no qualifications (currently 11%) → Increase in the number of Tottenham residents with higher level skills (Level 4 and above).

## Outcome 15: A borough with more quality jobs with opportunities for progression

Objective	How will we deliver the objective?
a) Ensure investment in the borough increases the number of quality jobs for local people	We will: <ul style="list-style-type: none"> <li>→ Incorporate and monitor social value/local employment clauses through the council's supply chain</li> <li>→ Leverage agreements with investors and partners to maximise benefits for local people, including by securing the delivery of S106 skills and training opportunities</li> </ul>
b) We will become a LLW borough and use our own purchasing power to promote quality jobs	We will: <ul style="list-style-type: none"> <li>→ work with the Living Wage Foundation to become accredited providers</li> <li>→ Where reasonably possible, insist on London Living Wage as a minimum on all council procured contracts.</li> <li>→ Where reasonably possible, press for trade union rights and representation on all council procured contracts.</li> </ul>
c) Help grow those sectors of the economy which offer the best opportunities for our residents	We will: <ul style="list-style-type: none"> <li>→ Work to develop initiatives that help our key sectors to grow, specifically science, technology, engineering and mathematics (STEM), creative industries, fashion, food, maker economy and social enterprises.</li> <li>→ Support growth in key opportunity sectors and areas, notably in the Productive Valley (Upper Lea Valley) and in Wood Green.</li> <li>→ Seek to secure new investment into the borough</li> </ul>

Borough Plan outcome	Performance indicator	Target
15. A borough with more quality jobs with opportunities for progression	Reduction in the proportion of Haringey workers paid below the London Living Wage	Reduce from the current baseline of 26% of workers receiving hourly pay below the London Living Wage

## Outcome 16: Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green

Objective	How will we deliver the objective?
a) Deliver new homes and jobs for the benefit of our communities within Tottenham and Wood Green.	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Agree a new Area Action Plan for Wood Green, which maximises benefits for local residents and businesses</li> <li>→ Deliver new homes and jobs on High Road West, securing substantial community benefits through the process</li> <li>→ Continue to invest in Tottenham Hale, including new jobs, shops and community facilities</li> <li>→ Deliver new investment and improvements in Tottenham and Wood Green, as set out in their Strategic Regeneration Frameworks, including to public spaces and community facilities.</li> </ul>
b) Take account of how people feel about the way their local areas are changing, building cohesive and resilient communities	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Engage with local communities to identify aspirations and priorities for their local areas</li> <li>→ Continue to secure the support of businesses working or investing in the area. This will build on the commitments already made through the Tottenham Charter and extend this approach to Wood Green.</li> <li>→ Deliver community investment programmes within Tottenham and Wood Green that support local residents; with a focus on reducing inequalities and tackling poverty.</li> <li>→ Seek to bring in external funding and use Section 106 and Community Infrastructure Levy budgets achieve maximum impact.</li> </ul>
c) Use Council land and assets to promote improved outcomes for residents	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Keep council land in council ownership</li> <li>→ Pilot new approaches to community hubs and spaces to deliver new community infrastructure and housing on council-owned sites.</li> </ul>
d) Bring the physical and social infrastructure that growing communities need	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Lobby regional and national government to secure the strategic investment required to help Haringey grow, including Crossrail 2, Lea Valley Rail and the Piccadilly Line upgrade</li> <li>→ Work with partners and community stakeholders to ensure the right social and community infrastructure is in place to support local needs.</li> <li>→ Secure investment from development to support the delivery of local physical and social infrastructure.</li> </ul>

Borough Plan outcome	Performance indicator	Target
17. Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green	Percentage of residents satisfied or very satisfied with their local area as a place to live (Haringey Residents' Survey - Breakdown by Neighbourhood: values for 'Wood Green', 'North Tottenham' and 'South Tottenham')	<p>Improve current baseline:</p> <ul style="list-style-type: none"> <li>→ South Tottenham: 82%</li> <li>→ North Tottenham: 63%</li> <li>→ Wood Green: 90.6%</li> </ul>



## YOUR COUNCIL

### The way the Council works

Councillors have a legal duty to set a budget, which means we can only spend the money we have. If we don't set a budget, someone else will set it for us. In 2018/19 we have a Net Budget spend of £250m on services and support for Haringey residents (our revenue budget). We spend another £137m investing in infrastructure such as school maintenance, roads and pavements and building homes (our capital budget).

Over the next four years we will need to save more from the services and support budget. As the Government reduces still further the amount of money it gives us, we have to absorb extra costs due to inflation, and we continue to face service pressures, with increases in demand for our services, particularly adults and children's social care and homelessness support. In the future we will have to rely almost entirely on Council tax, business rates and other fees and charges for our income. Increasing the numbers of homes and businesses in the borough is therefore a key objective because it is essential to increasing our income. We will therefore invest in infrastructure that supports growth,

and ensure that our capital budgets are spent in such a way that this helps our services (revenue) budget as much as possible.

All of this means we need to make difficult choices about the best ways to spend the money we have. We will adopt a number of principles to guide us in making these decisions, ensuring that we focus our resources so they have the greatest impact where there is the greatest need.

We will invest in early help and prevention where we can afford to do so and where this can clearly help save resources overall. We will seek to reduce demand for costly acute services by helping people to maintain their independence, including through investment in delivering services in the community where this is cost effective.

We will make sure our services are as efficient and modern as possible, including through using technology. We will ensure that where we directly provide or commission services for people, those services meet the individual's

requirements, but we will no longer be able to offer as much choice in those services unless they can be provided at the same cost, or individuals wish to pay extra.

We will seek to be as entrepreneurial as possible. Where we can we will reduce our budget gap by raising money through providing services to other organisations, charging for a wider range of services, sharing services with others to reduce costs, and getting the best possible deal for the money we spend with suppliers, including through joining with others. Where possible, however, we will reduce charges to those least able to pay and ask those who can afford to do so to pay more.

We are ambitious for the borough and our residents. To deliver our goals we must be equally ambitious

for the way the Council works. The way we engage with our residents, businesses and partners, the quality of our workforce and the way we serve our customers are fundamental to enabling us to achieve the overall aims of the Borough Plan.

To deliver our demanding agenda in a challenging environment, with limited resources, we must become an exemplary modern Council. We must ensure that the work we do is efficient, astute and based on evidence; that it is focused on and responsive to our customers, residents and businesses; and that we employ, inspire and cultivate an engaged and committed workforce. Fundamentally, we must be tenacious in our pursuit of organisational excellence in order to create the outcomes we want for Haringey.





# The way the council works

Outcomes	Objectives
<b>17 A council that engages effectively with its residents and businesses</b>	a) Residents and businesses feel engaged with and show high levels of trust in the council b) We demonstrate clear understanding of the needs, aspirations, opportunities and strengths of Haringey's communities - and use this to inform our decisions c) We make available to our residents and businesses the information and connections they need to make their own decisions and to thrive individually and collectively
<b>18 Residents get the right information and advice first time and find it easy to interact digitally</b>	a) Self service will be customer's first choice, because we will make it easy to use b) Those customers that need a more personalised service will receive it c) A customer of any council service will receive a consistently good, fair, timely and professional experience
<b>19 We will be an able, positive workforce with the skills needed to deliver for Haringey</b>	a) Staff will understand how their work contributes to outcomes for residents and that their work matters b) We will be a diverse workforce at all levels of the organisation, where there are opportunities for staff to grow and develop their careers, and where difference is valued because it contributes to better outcomes and residents c) We will be a healthy and resilient workforce, where we respect and reward high performance and productivity, and staff who promote our values d) We will ensure that Haringey Council is an inclusive workplace
<b>20 We will be a council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents</b>	a) We will deliver value for money by acting creatively and innovatively to design and deliver services that are good value for residents and taxpayers b) We will actively seek opportunities to be a more commercial and entrepreneurial council c) We will maintain strong controls over delivery of our critical projects through our Medium Term Financial Strategy d) We will use our resources and policies to redistribute the financial burden on our residents



## Outcome 17: A Council that engages effectively with its residents and businesses

Objective	How will we deliver the objective?
a) Residents and businesses feel engaged with and show high levels of trust in the council	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Deploy a range of innovative engagement activities appropriate to the issue.</li> <li>→ Develop a Business Pledge and VCS Pledge that underpin the principles of the two-way relationship and our commitments to support the business community and Haringey's voluntary and community sector.</li> <li>→ Use the residents' survey findings to identify specific areas where there is most concern and use this to inform future decisions.</li> <li>→ Use the Fairness Commission to engage a wide range of residents, stakeholders, partners and experts, through evidence sessions, to understand how the council and its partners can tackle issues of inequality and fairness</li> </ul>
b) We demonstrate clear understanding of the needs, aspirations, opportunities and strengths of Haringey's communities - and use this to inform our decisions	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Work to reform our data collection, storage and analysis so that it is robust in informing our decision-making.</li> <li>→ Actively use the residents' survey findings to inform the development of policies and projects.</li> <li>→ Pilot different approaches to open up our data for public use.</li> </ul>
c) We make available to our residents and businesses the information and connections they need to make their own decisions and to thrive individually and collectively	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Ensure that services are developed with the people who use them and with our partners who contribute to their delivery, making widespread use of user-centred design approaches, such as 'Community First'.</li> </ul>

Borough Plan outcome	Performance indicator	Target
17. A council that engages effectively with its residents and businesses	Percentage of residents who say they are well informed about the services and benefits the council provides	63% by 2022
	Commitment to develop deeper understanding of resident perception, confidence and trust in council, engagement, involvement in decision making, and the council's relationship with specific communities through the Citizens Panel	N/A

## Outcome 18: Residents get the right information and advice first time and find it easy to interact digitally

Objective	How will we deliver the objective?
a) Self-service will be customers' default choice because, wherever possible, we want to make a customer's experience quick and straightforward	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Build on MyAccount to create a significantly enhanced digital service offer and standardised, simplified processes and harness social media channels to be more responsive to modern customer service and communication demands.</li> <li>→ Implement a data programme that enables us to reduce avoidable contact for customers and adapt quickly to customer need.</li> <li>→ Automate services wherever appropriate to enable customers that wish to complete tasks as easily and quickly as possible in a single contact.</li> <li>→ Provide clear information to our residents on the services we and our partner organisations provide, how and where to access them</li> </ul>
b) Those customers that require a more personalised service will receive it	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Improve our support for harder-to-reach communities, ensuring that we take a Community First approach to those customers who have struggled to navigate our services.</li> <li>→ Continue to invest in our libraries and customer service centres to deliver effective services to customers.</li> </ul>
c) A customer of any council service will receive a consistently good, fair, timely and professional experience	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Reinforce clear, consistent customer experience standards across the organisation that enable us to provide a high standard service, regardless of the enquiry.</li> <li>→ Develop a set of Key Performance Indicators and these will be monitored and reviewed at Cabinet level.</li> </ul>

Borough Plan outcome	Performance indicator	Target
18. Residents get the right information and advice first time and find it easy to interact digitally	Customer feedback (all channels): 'Net Easy' Score (when asked 'How easy was it to get the help you wanted today?', the percentage of customers saying 'easy' minus the percentage of customers saying 'difficult')	New measure: target is to improve from 2019/20 baseline

## Outcome 19: . We will be an able, positive workforce with the skills needed to deliver for Haringey

Objective	How will we deliver the objective?
a) Focussing on what matters Staff will understand how their work contributes to outcomes for residents and that their work matters.	We will: <ul style="list-style-type: none"> <li>→ Ensure new and current staff feel welcome and supported by their new teams and the wider organisation</li> <li>→ Ensure all staff understand how their role supports the delivery of the Borough Plan</li> <li>→ Ensure all staff feel supported to communicate effectively with residents and local businesses</li> </ul>
b) Building in agility We will be a healthy and resilient workforce, where staff promote our values and we respect and reward high performance and productivity	We will: <ul style="list-style-type: none"> <li>→ Endorse a healthy work life balance where staff feel supported and wellbeing is improved across all services</li> <li>→ Develop a culture where staff feel supported to respond and adapt positively to change</li> <li>→ Improve processes and procedures that will result in more effective and efficient working</li> <li>→ Design smarter working environments to endorse modern and agile working</li> </ul>
c) Valuing diversity We will ensure that Haringey Council is an inclusive workplace by attracting and retaining diverse and talented people	We will: <ul style="list-style-type: none"> <li>→ Improve the way we recruit and retain talent through promoting opportunities to disadvantaged groups and a stronger focus on ability over experience</li> <li>→ Continue to support and endorse our staff network groups</li> <li>→ Improve the collection and monitoring of staff equality data to inform our equality action plan</li> </ul>
d) Enabling people to grow We will be a diverse workforce at all levels of the organisation, where there are opportunities for staff to grow and develop their careers, and where difference is valued because it contributes to better outcomes for residents	We will: <ul style="list-style-type: none"> <li>→ Proactively address discrimination and unconscious bias in the recruitment process and workplace</li> <li>→ Develop career pathways for staff</li> <li>→ Develop and maintain high standards of professionalism with inspiring leaders, accountable managers and a human approach to customer service</li> <li>→ Encourage everyone to build learning and development into their everyday work</li> </ul>

Borough Plan outcome	Performance indicator	Target
19. We will be an able, positive workforce with the skills needed to deliver for Haringey	Percentage of workforce aged under 40	Increase from baseline: 26.2%
	Percentage of top 5% earners who are from black and minority ethnic groups	Increase from baseline: 17.2%



## Outcome 20: We will be a council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents

Objective	How will we deliver the objective?
a) We will provide value for money by acting creatively and innovatively to design and deliver services that are good value for residents and taxpayers	<p>We will:</p> <p>Ensure we utilise appropriate techniques to design and deliver council services and operations</p> <p>Work towards bringing council services in house where it is prudent to do so.</p>
b) We will actively seek opportunities to be a more commercial and entrepreneurial council	<p>We will:</p> <p>Ensure that all staff involved in commercial activity have appropriate training and development opportunities</p> <p>Take a more strategic and assertive approach to income generation, developing an income generation and commercial strategy that enables the council to raise more money through selling services or goods to residents, businesses or other public sector bodies.</p>
c) We will maintain strong controls over delivery of our critical projects through our Medium Term Financial Strategy	<p>We will:</p> <p>Maintain a strong approach to monitoring our projects and contracts so as to ensure that they deliver the intended social and financial value for residents and taxpayers.</p>
d) We will use our resources to redistribute the financial burden on our residents	<p>We will:</p> <p>Review current council tax arrangements, including reforming the Council Tax Reduction Scheme and redistributing fees and charges to make them fairer</p> <p>Identify and respond appropriately to residents who are in particular financial troubles, including through the development of an ethical debt charter</p>

Borough Plan outcome	Performance indicator	Target
20. We will be a council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents	Budget variance: revenue expenditure against budget	No variance
	Value for Money: composite indicator based on value for money indicators at service level for key areas	Positive direction of travel





## RESIDENTS ENGAGEMENT PLEDGE

The purpose of the pledge to residents is to strengthen the relationship between residents and public services, and to build on the sense of community in the borough. We can only achieve the outcomes and objectives set out in the Borough Plan if the council, local organisations, community groups and residents all work together for the benefit of everyone in Haringey.

### OUR STRENGTHS

Haringey is a diverse borough with a strong sense of community.

More than nine out of 10 residents (91%) agree that their local area is a place where different backgrounds get on well. This is significantly better than most other areas.

More than four in five residents are satisfied with their local area as a place to live (86%), higher than the rates in the rest of the country (82% on average).

### OUR CHALLENGES

Government cuts to funding for local public services continue and each year decisions about budgets are getting tougher. It is vital that we work with the people who use our services to understand what has the most value.

Some who responded to the consultation on the draft version of this plan said that the relationship between the council and residents could be improved so that they can trust that the council is on their side.



We will:

- Establish a Citizens' Panel to develop a better understanding of resident perception, confidence and trust in public services. This will be made up of a representative sample of residents who want the opportunity to have their say about council services and life in the borough.
- Talk to those affected at the start of the process when looking at changing existing services or policies, and developing new ones, so people are able to inform what we do.
- Make it easier for people who want to play an active role to contribute to their communities.
- Run campaigns to promote civic pride, building on the strong sense of community, to promote positive behaviour where everyone looks after their neighbourhoods.
- Use the Citizens' Panel to talk to residents in Tottenham and Wood Green where regeneration schemes are planned to track how they are feeling about the ways in which their local area is changing, and act on any concerns.
- Ensure that residents get the right information and advice the first time they ask and find it easy to get the help they need.
- Run the residents' survey every two years to help understand what people's priorities are, how the borough is changing over time, see where we are doing well and where we need to improve.
- For those receiving personal services from the council, we will ensure that all decisions about your care is taken with you directly involved.
- We will ballot residents on estate regeneration proposals.







## VOLUNTARY AND COMMUNITY SECTOR PLEDGE

There is a vibrant and dynamic Voluntary and Community Sector (VCS), in Haringey, comprising hundreds of organisations – of different sizes and remits– across the borough.

The VCS plays many roles, all of which are integral to the wellbeing of residents in Haringey, including working directly with residents in communities, campaigning on issues of both local and national significance, advocating at individual and community level and strengthening community capacity and resilience. Through their work, the VCS often manages to bring together people from different backgrounds around common causes and interests.

The council and statutory partners have a long tradition of working alongside the VCS in a number of ways, including as funder and policy maker, but also as co-bidders for external investment and to better understand local need with the nuance and detail required to make a real difference in people's lives.

Through discussions with the VCS, we have developed this Pledge which aims to describe how we would like to work together. Importantly, it is being set within the Borough Plan with its focus on improving outcomes for local residents.

This Pledge builds on a strongly collaborative relationship, where we already work closely on a hugely diverse set of approaches and services. We believe we are skilled as a partnership in working flexibly with uncertainty: skills we know we will continue to deploy as the need to work strategically and to take our opportunities together is unlikely to change over the life of the Borough Plan.

	Council Commitments	VCS Commitments
Listening	<p>We will continue to participate in standing forums where we can talk together and listen to you on a regular basis about a wide range of issues.</p> <p>We will listen to you, particularly when looking at changes to existing services, policies or programmes and developing new ones, which impact on you or the people you work with.</p> <p>These conversations will be open and honest and we will welcome views that challenge our approach and support us to think differently to improve outcomes for residents.</p> <p>Wherever possible we will incorporate your feedback, but where this is not possible we will explain why.</p>	<p>We will continue to participate in standing forums, contributing to discussion and debate and putting forward views based on our experience and local relationships.</p> <p>We will provide constructive challenge which is based on the VCS's knowledge of the people we work with, in particular drawing in the voices of those who are less often heard.</p> <p>We recognise the funding challenges that the Council and the wider public sector are facing which makes our role more critical.</p>
Resources	<p>We will work collaboratively to attract additional resources into the borough. This may include: providing data on need; and endorsing bids which fit with the strategic priorities, in particular working closely on large scale bids requiring a whole system approach.</p> <p>We will work with the VCS to maximise our joint resource by working together, reducing overlaps and all working together for the same outcomes, recognising that we always need to agree which agency is best placed to optimise outcomes for local residents</p> <p>We will continue to fund the VCS Strategic Partner role.</p>	<p>The VCS Strategic Partner will continue to work with the council to attract additional resources into the borough, drawing in the most relevant VCS organisations to increase</p> <p>Where there is a shared common goal, we will work with each other and the council to achieve maximum efficiency and effectiveness.</p>
Independence & Diversity	<p>We will recognise and celebrate the vital role that the VCS play in supporting residents to achieve the outcomes outlined in the Borough Plan. This includes, but is not limited to, economic development; empowering marginalised groups to get their voices heard; supporting these groups into employment; providing early help and services to residents; and supporting volunteering.</p> <p>We will support the independence of the sector.</p> <p>We will recognise the diversity within the sector and will be inclusive - working hard to ensure the wide variety of groups and organisations within the diverse VCS get their voices heard.</p>	<p>We will ensure groups and organisations are inclusive, reaching out to new and diverse memberships and supporting their membership to build up their skills and confidence.</p> <p>We will continue to advocate for and provide early help to residents, taking a strength based approach.</p> <p>We will strive to empower communities to have their voice heard, especially the most marginalised.</p>
Other Support	<p>We will support capacity building within the VCS. This may include use of the council's staff skills and assets owned by the council. For example, utilising the skills within the council to support workforce development and enable VCS service providers to meet service quality standards.</p> <p>We will support and facilitate the volunteering opportunities for our residents and employees where we are able to do so.</p>	<p>We will demonstrate good practice in governance, including developing sustainable business models and attracting new and diverse Trustees to our Boards.</p> <p>We will support and facilitate the volunteering opportunities for our residents and employees where the VCS is able to do so.</p>
	<p>We will use public sector purchasing power where possible to support the local VCS and keep wealth within the community, recognising where the VCS may be best placed to provide support to residents.</p>	
	<p>We will work with the sector to develop a framework to give greater recognition to social impact in our models of procurement, economic development and regeneration.</p>	<p>We will continue to improve ability to demonstrate social, environmental and economic value of projects.</p>



## BUSINESS PLEDGE

### OUR PLEDGE

Building our diverse and dynamic business community is an important goal for Haringey Council and we are committed to investing in and improving our services to business, whether small, medium or large. Community wealth building will be at the centre of our approach ensuring every public pound spent produces maximum local benefit. This includes the implementation of a new procurement strategy which would place greater emphasis on procuring goods and services locally. We will also ensure that private investment and public sector spending offer maximum benefits to Haringey's businesses and our local economy.

- Haringey's business pledge is to strengthen the working relationship between the council and local businesses, supporting the delivery of shared priorities that will benefit Haringey's communities and businesses in the long-run:
- Creating a safe and attractive environment for local businesses and their customers – recognising the unique character of our diverse high streets and business districts.

- Supporting a local economy where businesses thrive and create quality employment and skills.
- Using the council's purchasing and contracting capacity to open up more opportunities to local firms and their employees.

The Pledge is part of Haringey Borough Plan vision for promoting local economic growth.

### WHAT THE COUNCIL WILL DO FOR BUSINESS

#### **Develop a customer service offer for businesses (comparable to that offered to residents)**

- Strengthen coordination across all council services that engage directly with local businesses, such as on parking, highways, fly-tipping, safety and security and the public realm and other issues that affect business operations.
- Gather more consistent and timely data and intelligence on issues raised by business and how the council handles them.

- Ensure that operational activities and policies affecting local businesses are communicated to business with a revamped web site and use of social media.

### **Use public sector purchasing power to support local businesses and keep wealth within our community**

- All bills owed to local businesses are paid in full and in a timely fashion.
- Open up and advertise more council services and contracts to local SME businesses maximising jobs and opportunities for local people.

### **Develop a stronger voice for local businesses in policy-making**

- Ensuring that business in Haringey have the opportunity to regularly engage with the Council and voice issues important to them or discuss issues of mutual interest.
- Engaging local business leaders and networks more consistently on funding bids, policies and decisions and to lobby with local businesses for national and London policies and investment that will benefit the borough.

### **Improve the delivery of public services to make the borough cleaner, greener and safer**

- Work with local business networks and delivery partners to identify safety issues impacting on business in local neighbourhoods, town centres and high streets.
- Continued commitment to supporting local businesses to make environmental improvements, such as reducing air pollution and carbon emissions.

### **Boost support for entrepreneurs and SME businesses in the borough**

- Economic development initiatives and workspace projects to support local business development and strengthen the social value and local benefits of economic growth.
- Working with local business groups to identify additional SME support required and work together to attract external investment in business support programmes.
- Recognise and celebrate the successes and contributions of local businesses to the borough.

- Establishing a calendar of business-led and focused events, with the new Haringey Business Awards, to raise the profile of local and locally-based businesses and supporting business initiatives such as Small Business Saturday.

### **HOW BUSINESSES CAN CONTRIBUTE TO HARINGEY**

- Work with the council, schools and skills providers to offer jobs and training, work experience and apprenticeships to local residents
- Provide high quality jobs which pay at least the London Living Wage
- Provide workplaces where employees are respected and feel safe
- Work with the council to maintain compliance with legislation and regulation, seeking advice where necessary and developing best practice
- Work with the council and other public services to broker solutions to operational problems that reflect the challenges of operating in a densely populated urban area
- Take an active part in council policy-making, consultations and events
- Support Haringey's communities and investing in the wider social and economic life of the borough such as through volunteering
- Ensure that workers are encouraged and able to exercise trade unions rights at work, and that Trades Unions are recognised, are able to organise and have access to the workplace
- Sponsor council promoted social and community campaigns (e.g. health campaigns and supporting dementia-friendly and family-friendly shops and social spaces)
- Engaging with council promoted festivals and other initiatives aimed at strengthening social cohesion, community safety and investment.



