

# Corporate Delivery Plan

2022/23 and 2023/24



# Corporate Delivery Plan – 2022/23 and 2023/24

## 1) Introduction

Haringey is fantastic – the world in one borough. A place brimming with creativity, personality, radicalism, diversity and community. It is a place where we stand up for each other. A place that is proudly distinctive.

For centuries people have come from all over the world and made their home in Tottenham, Wood Green, Hornsey, Crouch End, Muswell Hill and every other part of Haringey. They have been welcomed by our communities and in turn have enriched daily life in the borough. We are a place where people from different communities get on and value one another.

Haringey is a special place. We have great schools and nurseries, wonderful libraries, green flag parks; restaurants that attract people from all over London and thriving shopping centres and high streets.

We are proud to be home to the renowned Alexandra Palace; historic Bruce Castle Museum; beautiful Finsbury Park; and the world-class Tottenham Hotspur Stadium; as well to ground-breaking artists, entrepreneurs, activists, educators; and thousands of dedicated and committed key workers.

The Borough Plan 2019-2023 set out a series of outcomes that we, as a council, would work towards achieving. This included responding to the borough's housing needs and to giving Haringey's children and young people the best start in life<sup>1</sup>. We have made good progress in addressing these issues<sup>2</sup>, and many of the commitments made remain highly relevant today. However, a global pandemic, a cost-of-living crisis and the reality of the climate emergency mean that now is the right time to focus our work on delivering the things that matter most in the context we face today, rather than the world as it was in 2019.

The good news is, we have a lot to work with. Haringey's people are a huge asset, with knowledge, expertise and passion. There is great work going on across the council and across the borough, which is contributing to a fairer, greener Haringey every day. But we all know there is so much more to do and with all the challenges we face locally and globally, we know that we need to tap into those strengths.

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<sup>1</sup> Housing: A safe, secure and affordable home for everyone, whatever their circumstances;  
People: Strong families, strong networks and strong communities which nurture all residents to live well and achieve their potential;  
Place: Stronger, connected communities where together we improve our environment by making it safer, cleaner and greener;  
Economy: A growing economy which provides opportunities for all our residents and supports our businesses to thrive  
Your Council: the way the council works.

<sup>2</sup> [Borough Plan refresh 301120\\_FINAL.pdf \(haringey.gov.uk\)](#)

In November 2022 we launched the Haringey Deal<sup>3</sup>. The Deal is all about forging a different way of working. It builds on the findings of the Fairness Commission<sup>4</sup> and is grounded what we have heard from residents more recently. This includes pledges to focus on building greater trust between the council and residents; learning when mistakes are made and putting things right quickly; empowering communities to make change happen for themselves; and finding new ways to share power with residents and communities. The Deal also recognises the critical importance of ‘getting the basics right’.

When we talk about ‘getting the basics right’, we mean delivering the fundamental core services that any local authority provides to ensure residents are safe and supported, and able to live a good life. Services across the council hold, or will be producing, service-level plans which set out the work they do in these core, statutory areas. This plan is primarily focused on what we will do on top of these functions to build a fairer, greener borough by April 2024. It also, importantly, sets out how we will begin to embed the changes in the way we want to work – with the Deal principles running through it like a stick of rock.

### A focus on tackling inequality, climate justice and health

Tackling inequalities is a central objective for everything we do.

This is about recognising economic inequality and the need for us to use the levers available to us to reduce poverty in the borough and mitigate its worst impacts. It is about recognising that some groups of residents experience unacceptable structural inequalities related to their protected characteristics and circumstances. It is about recognising that as we respond to the climate emergency, we understand that there are some residents and communities who will need to be supported to secure a just transition to net zero – and who will be more affected by the impacts of climate change. Finally, it is about recognising that social inequalities drive the unacceptable health inequalities which have been all too starkly thrown into relief in the last two years.

Education is a powerful agent of change and key to reducing inequalities and improving health, livelihoods and life chances. The council sets the framework for attainment and high standards and has the strategic lead for education of children and young people, holding the legal duty to ensure that every child fulfils their educational potential.

The objective of reducing inequality needs to influence how we work with all our communities, target our resources, support and develop our workforce, design our services, and mobilise around key issues.

It also needs to influence how we work with partners across the borough, including health, the police, and the voluntary sector to tackle inequality, whatever form it takes. At the centre of this is a need to deepen and accelerate our work to address racial injustice, as part of a shared response to

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<sup>3</sup> [Why the Haringey Deal | Haringey Council](#)

<sup>4</sup> [final\\_fairness\\_commission\\_report\\_2020.pdf \(haringey.gov.uk\)](#)

Black Lives Matter and continue to develop the way we work with a range of key partners and stakeholders. Whilst this delivery plan focuses on council led priorities, it is important to recognise that some of the most important work we do, will be the work we do with others.

### How we will work

To navigate the big challenges ahead of us, we think we need to do two things: firstly, focus on prioritisation, delivery and impact; and, secondly, focus on how we work as an organisation, with an emphasis on collaborating differently with our residents, communities and partners.

#### A focus on prioritisation, delivery and impact

In the context of these challenges and significant ongoing uncertainty about the funding of local government, it is more important than ever that we are clear about the outcomes we are trying to achieve, where we will invest to help achieve them, and why. We also need to ensure that our investment delivers for residents and has the intended impact.

#### A focus on how we work: collaboration and participation

We have seen over the last few years what we can achieve when we change the way we work as an organisation. The response to the pandemic showed what can happen when those who live and work in Haringey, our public services, our voluntary and community organisations, and local businesses, all pull together to support the community at a time of unprecedented and unpredictable change. We are building on these partnerships to respond to the cost-of-living crisis.

However, we have heard that residents want us to do more to get the basics rights and to go further, working with them to ensure that local public services are accessible to all and that they respond equally well to people's particular circumstances and needs. Residents have also told us that they want to be more involved in shaping their local areas so that they reflect what is important to our existing communities. We know that residents in the East of the Borough feel like they have less of a say in decision making compared to residents in the West<sup>5</sup>, and that they are treated less fairly by the council and other public bodies<sup>6</sup>. And we also know that there will be differences in residents' sense of how much they can influence decisions based not just on where they live, but on a range of other factors such as English language proficiency or digital exclusion.

If we are to achieve our aspirations for a fairer, greener borough that works for everyone, we will need to work with our communities to make change happen. That means listening better, sharing power, drawing on their passion and expertise.

We are referring to this change as 'the Haringey Deal'. This is a fundamentally different way of working which will be at the centre of what we do over the coming year. Alongside this, we will work to refresh our organisational culture and values, as part of a wider programme of work described as

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<sup>5</sup> Haringey Residents' Survey 2021, Involvement and Influence

<sup>6</sup> Haringey Residents' Survey 2021, Fairness and Equality

'Think Haringey First'. The starting point of this work is to recognise that our organisation exists to support the residents and communities who live and work here and that the way we work needs to be rooted in and reflect this purpose.

## 2) The role of the Corporate Delivery Plan

This Corporate Delivery Plan sets out our organisational delivery plans for the first two years of this new administration (up until April 2024).

The Delivery Plan includes the outcomes we are working towards as an organisation; the activity planned to deliver these outcomes; how we will work to deliver it; and the key delivery dates.

The plan is organised around the following themes:

1. Resident experience, participation and collaboration
2. Responding to the climate emergency
3. Children and young people
4. Adults, health and welfare
5. Homes for the future
6. Safer borough
7. Culturally Rich Borough
8. Place and economy

## Theme 1: Resident experience, collaboration and participation

Our future ambition envisions a borough where we tackle complex challenges and address inequalities by working together.

We know that there is appetite for this change. In the 2021 Residents' Survey just under a quarter (24%) of Haringey residents agreed they feel able to influence decisions that the council makes. 50% of residents would like to get more involved in decision making. In the 2022 Haringey Young People Survey only 28% of respondents agreed they had an influence on decisions the council makes. We need to respond to this appetite for greater involvement of residents in decisions about the local area. We also know that there is an urgent need to make progress in tackling the greatest injustices or inequalities faced by our residents. This needs to start by building trust, by getting the basics right and ensuring that fairness underpins everything we do; recognising that some residents do not currently think this is the case.

The determination to do things differently is reflected in our commitment to a 'Haringey Deal' which we published in November 2022. The Deal sets out a series of commitments that the council has made to working differently and building a different kind of relationship with residents and communities. The work to embed 'the Deal' in everything we do as a council will be the foundation upon which this theme is built.

We have identified five outcomes we believe to be central to delivering under this theme. These five outcome areas, and aligned activity, put resident experience at the centre, embed the full diversity of all age resident participation, and enable collaboration between communities.

- **Positive Resident Experience:** All residents, businesses and other stakeholders can easily access services which are designed and operated in a resident-centric way. Co-production puts resident voice and experience at the heart of everything we do. Positive interactions with the council will support better relationships with the community, increasing mutual trust and confidence.
- **Inclusive Public Participation:** More residents participate in formal council decision-making processes, such as voting in local elections, as well as in new forms of public engagement and consultation. The council will play a facilitatory role in making this easier and more attractive to residents, including by removing barriers to participation, especially for seldom heard groups.
- **Enabling Community Collaboration:** More residents participate and interact with community and peer-led activities and organisations. The council make this easier and more attractive to residents, where we can, recognising the role that civil society plays in community flourishing, resilience, and cohesion.
- **Developing Young Voice:** Young people are meaningfully involved in all the ways in which the wider public has an influence in how the borough is run. The council will play a facilitatory role in making this easier and more attractive, recognising that young people as a cohort have been historically under-represented in decision making.
- **Insourcing:** By bringing services under direct council control, rather than contracting them out to private companies, will mean services are more joined up; and accountable to residents.

Central to this approach is building mutual trust and confidence in positive interactions, from getting the basics right through to involving residents in new initiatives including community assemblies and participatory budgeting. Therefore, the outcomes have a sharp focus on resident experience, by working to get the basics right from a resident perspective.

A cross-cutting commitment to Knowing Our Communities informs all the outcomes to build a fairer borough. We know that our communities are constantly changing and that in order to achieve our ambitions we need to really know our communities and understand what they want and need.

This theme also captures the organisational commitment to meaningfully involve young people. We know this is a part of our population who are often under-represented in decision-making but have a right to be heard and an important contribution to make.

The Voluntary and Community Sector (VCS) plays an integral role in developing strong civil society, resilience and cohesive communities and supporting residents. The outcome area for Enabling Community Collaboration aims to enhance this vital contribution to the life of Haringey. The activities under this outcome ensure that the council and the VCS take a transparent, equitable approach to partnership work. This outcome area also reflects the intention to enable the full diversity of community groups and organisations to better connect with each other whilst creating diverse pathways into different types of participation and volunteering.

Finally, we will always look to bring services under direct council control, rather than contracting them out to private companies, when doing so is beneficial for our workforce and residents, because it makes them more accountable and supports a more joined up approach.

#### *Linked Policies and Strategies*

- [The Haringey Deal](#)

<b>Theme</b>	<b>Resident experience, participation and collaboration</b>
<b>CLT Lead</b>	<b>Jess Crowe, Director of Culture, Strategy &amp; Engagement/ Barry Francis, Director of Environment and Resident Experience</b>
<b>High Level Outcome 1</b>	<b>Positive Resident Experience</b> - All residents, businesses and other stakeholders can easily access services which are designed and operated in a resident-centric way. Co-production puts resident voice and experience at the heart of everything we do. Positive interactions with the council will support better relationships with the community, increasing mutual trust and confidence.
<b>High Level Outcome 2</b>	<b>Inclusive Public Participation</b> - More residents participate in formal council decision-making processes, such as voting in local elections, as well as in new forms of public engagement and consultation. The council will play a facilitatory role in making this easier and more attractive to residents, including by removing barriers to participation, especially for seldom heard groups.
<b>High Level Outcome 3</b>	<b>Enabling Community Collaboration</b> - More residents participate and interact with community and peer-led activities and organisations. The council make this easier and more attractive to residents, where we can, recognising the role that civil society plays in community resilience and cohesion.
<b>High Level Outcome 4</b>	<b>Developing Young Voice</b> - Young people are meaningfully involved in all the ways in which the wider public has an influence in how the borough is run. The council will play a facilitatory role in making this easier and more attractive, recognising that young people as a cohort have been historically under-represented in decision making.
<b>High Level Outcome 5</b>	<b>Insourcing:</b> Bringing services under direct council control, rather than contracting them out to private companies, will mean services are more joined up; and accountable to residents.



Positive Resident Experience				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Access to council services is made much easier for residents as a result of a new council website. Improved digital and non-digital processing	Increased first time resolution across all contact channels.  Improved response times.	The Resident Experience workstream will identify key areas for improvement across its three focus areas, prioritising according to both volume and seriousness to deliver increased first-time resolution and consistency. Fewer back-office resources will be spent on manual inputting, enabling greater focus on building relationships with residents and positive resident experiences.	Assistant Director for Resident Experience  Cllr Chandwani	Summer 2023
Access to information and services is made much easier for residents as a result of a new council website.	Resident feedback metrics	The development of a new Haringey Council website that is modern, accessible and easy to navigate.	Assistant Director for Digital and Change/Assistant Director for Strategy, Comms and Collaboration  Cllr Ahmet	Summer 2023
Residents, businesses and partners experience a more usable, accessible and enhanced digital service offer	Reduction in complaints because of improved resident journey and experience.	Range of planned activity to support the development of our contact channels and digital services offer, including: <ul style="list-style-type: none"> <li>• Installing a CRM so our staff have better visibility of our residents' journeys.</li> <li>• Self-serve My Account online.</li> <li>• SSO capability, CLI screen pop resident service HUB implementation.</li> </ul>	Assistant Director for Digital and Change  Cllr Williams	Summer 2023 (Phase 1 including new website)

		<ul style="list-style-type: none"> <li>Improved non dynamic journeys. Implementation of dynamic API push pull e-forms.</li> <li>Fixing core systems capability.</li> <li>Upgrading website CMS to Drupal version 10</li> </ul>		
Residents experience consistent service standards, with inclusion across all channels and adaptations and enhanced support for those that need it	A reduction in demand failure through end-to-end self-serve	<ul style="list-style-type: none"> <li>This project will result in the creation of a new, rebranded Residents' service, which has been designed with residents.</li> <li>This project will include a review of the council's call centre function, so that there is a clear, consistent 'front door' to the organisation and residents are able to access services using this route if they need to. Monitoring will be put in place to ensure good service quality.</li> <li>The aim is to improve service experience across all resident user journeys from communication entry points for both digital and non-digital. This will be underpinned by a strong focus on resident centric mindsets, rather than service centric.</li> <li>The project plans to identify key people, process and technology enhancements which will improve resident journeys and experience and will focus on the end-to-end resident resolution.</li> </ul>	Assistant Director for Resident Experience Cllr Chandwani	Summer 2023 (Phase 1 including new website)
Improved complaints handling processes	Reduction in stage 2 complaints Improved resident satisfaction rates	<p>Work will be undertaken to transform our approach to complaints, so that there is a clear shift from processing complaints to managing complaints: Outputs from this work will include:</p> <ul style="list-style-type: none"> <li>- Clear method of pre-complaint opportunities to resolve</li> <li>• Intervention in Stage 1 - no more marking of own homework</li> </ul>	Assistant Director for Resident Experience Cllr Chandwani	Summer 23 (having implemented interventions as described)

		<ul style="list-style-type: none"> <li>• Clear Quality Assurance framework for all services to meet the 'Residents First' internal kitemark</li> <li>• Clear links to training and development and sharing learning through an internal Complaints Forum to improve services</li> <li>• Change in KPIs and monitoring framework to focus on successes not on processing times</li> </ul>		
Improved process for positive resident feedback	Increase in positive feedback recorded	A channel will be created to allow residents to offer positive feedback. Themed campaigns will be run to encourage residents to tell us when we have done things well.	Assistant Director for Resident Experience Cllr Chandwani	Summer 2023
Residents receive a more targeted, tailored and equitable service offer thanks to the council's improved knowledge of our communities	New ward and community profiles will be compiled and brought together with other data sources in an online hub on the intranet.	A programme of work to build our knowledge of the borough has begun. The Knowing Our Communities project will bring together the latest Census data, with community intelligence and other sources to build a more granular picture of our communities, their needs, and their insights, and ensure this insight is readily available to officers, members and the community.	Assistant Director for Strategy, Comms and Collaboration Cllr Ahmet	April 2023

<b>Inclusive Public Participation</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Residents will have a greater number of meaningful opportunities to directly influence how specific funding is spent	A diverse group of residents – reflecting all our communities - will be taking opportunities to influence how specific funding is being spent.	Building on existing examples of resident involvement in how resources are being used - for instance distribution of neighbourhood Community Infrastructure Levy used by some other local authorities - we will develop a Haringey approach to local participatory budgeting which is consistent with the Haringey Deal.	Assistant Director for Strategy, Comms and Collaboration  Cllr Williams	December 2023
Community Assemblies are a feature of Haringey public participation in democracy	Participants in an inaugural assembly agree that process is beneficial to the borough and participants	Establish a Haringey approach to community assemblies as a mechanism to finding solutions to long-standing problems. Embed an approach to capturing learning and impact from the start, to inform future events.	Assistant Director for Strategy, Comms and Collaboration  Cllr Ahmet	April 2024
Through adopting the Haringey Deal resident voice will be at the heart of decision making.	Key metrics in the Residents Survey will be improving e.g. "I feel like I'm able to influence decisions made by my local council" "I would like to get more involved in decisions made by my local council".	Haringey Deal projects empower communities to make change and put people at forefront of decision making. There is a focus on ensuring that all residents that would like to are able to participate recognising that some face additional barriers to having their voices heard.  Use of learning projects including Wood Green Voices, Northumberland Park Resource Centre to demonstrate our commitment to a new way of working in practice.	Assistant Director for Strategy, Comms and Collaboration  Cllr Ahmet	Learning from initial Wood Green Voices project by April 2023.

	A diverse group of residents will be taking part in Haringey Deal projects.			
Growing staff confidence ensures a significant increase in the use of co-production and co-design methodologies in service design and improvement.	<ul style="list-style-type: none"> <li>- increases in participation opportunities, participation numbers</li> <li>- representativeness of participation with due regard to seldom heard voices</li> <li>- resident perceptions of opportunity to influence decisions</li> <li>- toolkit downloads from intranet and coaching support hours provided to colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>• A Haringey Participation Framework (to include an Evaluation Framework) and Implementation Toolkit will be developed and disseminated to support staff to develop consistent and inclusive participatory practice, which ensures that all residents are able to take part.</li> <li>• Capacity building and coaching activities will support staff in the use of the Framework and Toolkit.</li> <li>• The Framework and Toolkit will be informed by Deal principles, organisational learning, participatory methodologies and wider good practice.</li> </ul> <p>Embedding this new way of working will form part of wider culture change and organisational development work streams.</p>	<p>Assistant Director for Strategy, Comms and Collaboration</p> <p>Cllr Ahmet</p>	April 2023
All residents have a range of inclusive ways to participate and influence decisions that matter to them	<p>Citizens Panel diverse membership, activities and impact</p> <p>Tracking public participation in participatory methods new to Haringey e.g. participatory budgeting, Community Assemblies</p>	<p>A refresh of the Citizens Panel relationship and membership to be undertaken resulting in an active Citizens' Panel which is involved across a range of participatory projects. This will include convening quarterly information and update sessions. This will be supported by new digital engagement software.</p>	<p>Assistant Director for Strategy, Comms and Collaboration</p> <p>Cllr Ahmet</p>	June 2023

<p>All residents have a range of inclusive ways to participate and influence decisions that matter to them</p>	<p>Metrics from digital engagements show increasing participation and representation of Haringey's diversity.</p>	<p>We will procure a new, single corporate solution for digital engagement, which is adopted across the organisation. A cross departmental task and finish group will be established to guide the procurement and make sure it meets the needs of the organisation.</p>	<p>Assistant Director for Strategy, Comms and Collaboration  Cllr Ahmet</p>	<p>June 2023</p>
<p>Staff across the council will have the tools and guidance to deliver high quality consultations which are representative of all our communities.</p>	<p>Representativeness of respondents to consultations Consultation response rates</p>	<p>Provision of high-quality guidance on good consultation practice Workforce training offer on good consultation practice</p>	<p>Assistant Director for Strategy, Comms and Collaboration  Cllr Ahmet</p>	<p>April 2023</p>

<b>Enabling Community Collaboration</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
The VCS in Haringey is demonstrably more resilient, sustainable and collaborative	<p>No. of joint or partnership projects funded/delivered within the VCS each year</p> <p>External funding brought in to the borough for VCS groups</p>	<p>Ongoing commitment to invest in the Council's VCS Team</p> <p>VCS Strategic Partner recommissioning and contract monitoring activity</p> <p>VCS Commissioning Board Council support for, and representation at, VCS and Community Networks</p> <p>VCS Calendar/Forward Plan</p> <p>VCS Strategy</p> <p>VCS Toolkit (to accompany strategy)</p>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Davies</p>	<p>New VCS Strategic Partner (Dec 23)</p> <p>VCS Strategy (Jan/Feb 2024)</p> <p>VCS Toolkit (to accompany strategy)</p> <p>VCS Calendar/Forward Plan (Summer 2023)</p>
The council publishes and implements a new, fair, equitable and transparent approach to working with the VCS	No. and range of VCS orgs involved in co-design, consultation and other developmental work with council Teams	<ul style="list-style-type: none"> <li>Improving the VCS training offer</li> <li>Ensuring a broad range of VCS partners are involved in the design and development of the VCS strategy and VCS Strategic Partner recommissioning.</li> <li>Corporate commitment around coordination of VCS commissioning/funding activity</li> </ul>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Davies</p>	<p>VCS Strategy (Jan/Feb 2024)</p> <p>VCS Contracts Register (Feb 2023)</p> <p>Cross-departmental VCS Commissioning Board (May 2023)</p> <p>VCS Calendar/Forward Plan (Spring 2023)</p> <p>MOU with Health/ICB on VCS Commissioning (April 2023)</p> <p>VCS Commissioning Training for council officers (August 2023)</p>
The VCS have a stronger voice in council decision-making and	No. of strategies and policies where VCS have been involved	<ul style="list-style-type: none"> <li>VCS Strategy development</li> <li>VCS Strategic Partner activities</li> <li>VCS Stakeholder Mapping</li> </ul>	Assistant Director for Communities	<p>VCS Calendar/Forward Plan (Spring 2023)</p> <p>VCS Comms Plan (Spring 2023)</p>

strategic development	in co-design and development	<ul style="list-style-type: none"> <li>• VCS engagement and co-production events</li> <li>• Targeted outreach/relationship building with underrepresented groups and communities</li> <li>• Improved digital comms with and about VCS</li> </ul>	and Housing Support  Cllr Davies	VCS Co-Production and Engagement Register (Summer 2023) VCS Stakeholder Map (Spring 2023)
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<b>Developing Young Voice</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Establish and develop a range of informal and formal opportunities and governance arrangements for young people to actively influence the design and delivery of services.	Increase in participation opportunities to influence decision making, numbers of young people, diverse representation	Develop and establish a SEND Youth Forum  Voices Day  Young People Extra Ordinary Council Meeting	Assistant Director for Early Help and Prevention  Cllr Brabazon	SEND Youth Forum (June 2023)  Voices Day (March 2023)  Young People Extra Ordinary Council Meeting (March 2023)
Seldom heard voices and all age participation is prioritised across all areas of activity	Participation metrics for CYP show increasing numbers of youth participation representative of the borough including seldom heard voices	Bring young people together as part of a Young Voices programme to look at how we regenerate our neighbourhoods, starting with Wood Green and Northumberland Park.  Young People's voice	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Wood Green Voices report by Q4 22/23



<b>Insourcing</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Services will be delivered directly when doing so is beneficial for our workforce and our residents.	Programme of Enabling/Commissioning reviews delivered.	Service areas will undertake Enabling/Commissioning reviews in accordance with council policy, with a direct (in-house) delivery model being considered in each case	Head of Procurement Cllr Williams	Ongoing

## Theme 2: Responding to the climate emergency

Our vision for Haringey is a borough which successfully meets the challenges presented by a changing climate. Haringey has an already established target for a net-zero carbon borough by 2041, set out in the Climate Change Action Plan, adopted in 2021.

The Action Plan sets out a number of objectives, across different thematic areas which are targeted at achieving the necessary reduction in carbon. This remains the main long-term strategy for the council's carbon reduction efforts, and key workstreams from this, to be delivered or begun over the next two years, are also contained within this section of the Corporate Delivery Plan.

Responding to the Climate Emergency and creating a more liveable borough will require more than just carbon reduction programmes, however. Current international policies point to a global 2.8°C rise by the end of the century<sup>7</sup>. Even with unprecedented global action to respond to the threat, best-case scenarios still involve significant global heating. This means more frequent and dangerous heatwaves, increased flooding events, and other risks to health and wellbeing as a result of more extreme and unpredictable weather. In order to adapt to this new reality, and mitigate some of its worst effects, Haringey's built environment, public realm, resource and waste management and transport infrastructure will need to change in response. Key workstreams aimed at doing this are captured within this section of the Corporate Delivery Plan.

Many of the adaptation measures required to cope with a changed climate, and to bring down carbon emissions will also have broader quality of life and environmental benefits. Greener neighbourhoods, with more sustainable modes of transport will have cleaner air, safer streets, more comfortable buildings, and more possibilities for social interaction in an improved and more pleasant public realm. Despite the overall benefits of making this transition, we are mindful that the scale and pace of change required will involve changes to the ways we live, and which people have become accustomed to. Without careful management of this transition, there is a risk that some may benefit more than others. We know that it is easier for those with more resources to make changes and adapt. As such, a key priority of the activity under this theme will be making sure that this transition is just, equitable and benefits everyone.

### *Linked strategies and action plans*

- [Climate Change Action Plan](#)
- [Walking and Cycling Action Plan](#)
- [New Local Plan](#)

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<sup>7</sup> UN Environment Programme, The Closing Window, Emissions Gap Report 2022

<b>Theme</b>	<b>Responding to the Climate Emergency</b>
<b>CLT Lead</b>	<b>David Joyce</b> - Director of Placemaking and Housing <b>Barry Francis</b> - Director of Environment and Resident Experience
<b>High Level Outcome 1</b>	<b>A Greener and Climate Resilient Haringey</b> - Haringey is a borough whose public realm and transport infrastructure is suitable for a changing climate.
<b>High Level Outcome 2</b>	<b>A Just Transition</b> - The transition to a low carbon economy is just, equitable and benefits everyone.
<b>High Level Outcome 3</b>	<b>A Low Carbon Place</b> - Haringey is a borough where the built environment supports carbon reduction and climate adaptation.
<b>High Level Outcome 4</b>	<b>Growing the Circular Economy and Making Better Use of Resources</b> - Haringey is a borough where resources are used efficiently, and excessive waste minimised.

<b>A Greener and Climate Resilient Haringey</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Improved access to alternative means of transport to private motor vehicle to support more sustainable transport choices	Car club vehicles available in the borough Increased sign up Increase of usage Journey data	Extension of contract of existing Haringey car club operator. Retendering of car club contract to get multiple operators in the borough	Assistant Director for Planning, Building Standards and Sustainability  Cllr Hakata	Q4 2023/24
Improved access to alternative means of transport to private motor vehicle to support more sustainable transport choices	Increased number of Cycle Hangers on public highways or council housing estates	Increase cycle storage for flats / terrace housing. We will monitor the current level now and each year.	Assistant Director for Planning, Building Standards and Sustainability  Cllr Hakata	Q3 2023/24

Increase in EVCPs (approx. 100 per year) / long term delivery route	Number of EVCPs in borough. Usage rates. Geographical coverage of the borough.	Install at least an additional 200 EV charging points by end of 2024. Procure new suppliers in Haringey, maximising income and no ongoing liabilities. Support via the Highways teams, payments from the private companies.	Assistant Director for Planning, Building Standards and Sustainability  Cllr Hakata	Q3 2023/24
Improved access to alternative means of transport to private motor vehicle	Number of dockless e-bikes providers operating in Haringey	Procurement of pilot dockless e-bike operator to operate within Haringey starting in 2023. Make decision on whether to make trial scheme permanent.	Assistant Director for Planning, Building Standards and Sustainability  Cllr Hakata	Q1 2023/24
Increased planting on Haringey estates	Increase in number of trees planted	Encourage community gardening and tree-planting on estates and streets. Work with local partners and other council teams including Parks Service.	Assistant Director for Housing Management  Cllr Hakata	Q4 2023/24
Increased food growing in Haringey	Increased number of food growing sites.	Identify sites where local food-growing can take place.  Seeking external funding to support local food growing, to be led by VCS and resident groups.	Assistant Director for Communities and Housing Support  Cllr Davies	March 2024
Improved access to alternative means of transport to private motor vehicle	Number of cycle training sessions delivered. More people/local residents cycling.	Community focused cycle training provision. Community co-design conference held in September 2022.	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Q3 2023/24

Improved access to alternative means of transport to private motor vehicle	An affordable bike scheme in the borough	Set up a bike scheme for people / communities unable to access this market	Assistant Director for Planning, Building Standards and Sustainability  Cllr Hakata	Q4 2023/24
Reduced through traffic leading to safer, cleaner and more pleasant streets for people to walk, wheel, cycle and gather	Monitoring of traffic volumes within the LTNs; traffic speeds; journey times on boundary roads; levels of walking & cycling within/through LTN areas; bus journey times; emergency response times; collisions; air quality; economic impacts	Low Traffic Neighbourhoods - Bounds Green LTN implemented 15th August 2022; St Ann's LTN implemented 22nd August 2022; camera enforcement go-live 5th September 2022; Bruce Grove West Green LTN implemented on 1st November 2022; further 22 LTNs to be delivered across Haringey - subject to funding and outcome of initial trials. Decisions taken by April 2024 on whether to amend, revoke or make permanent the experimental traffic management orders for the first three LTNs.	Assistant Director for Direct Services  Cllr Hakata	April 2024
Improved flood defences and community resilience	Gullies cleansed per annum SuDs schemes delivered Flooding incidents responded to	Robust asset maintenance (gully cleaning). Increase in SuDs schemes Enhancement of flood defences (Queens Wood, permeable paving, storage tanks, rainwater gardens). Campaign to equip and educate businesses and residents (education and flood defences). Robust response to flooding incidents. Deliver the programme of schemes defined in Flood Water Management Investment Plan 2022/23 and 2023/24.	Assistant Director for Direct Services  Cllr Chandwani	April 2024

<p>Increased green canopy in identified canopy-deficient wards of Haringey (in the east)</p>	<p>% green canopy coverage per ward</p>	<p>Areas of current green space deficit and below average canopy cover are prioritised for increased tree planting and new green spaces.</p> <p>Subject to (external) funding, progressing the delivery of three mini-forests in 2022/23. Looking to implement a 'Tottenham Green Chain' project to provide continuity of tree cover between Down Lane Park and Somerford Green. Ties in with aspiration to plant 10,000 trees by 2030. Current statistics regarding % green canopy coverage being mapped across to new ward boundaries so funding and planting can be appropriately targeted. Interim target of 2,000 trees planted between April 2022 and April 2024</p>	<p>Assistant Director for Direct Services</p> <p>CLlr Hakata</p>	<p>April 2024</p>
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<b>A Just Transition</b>				
<b>Intermediate Outcomes</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Bus companies operating in the borough will be aware of Haringey Council concerns arising from proposals.	N/A	Campaign to stop bus companies using the 'remote sign on' policy for bus drivers A campaign approach will be developed and executed during 2023.	Assistant Director for Strategy, Communications and Collaboration  Cllr Ahmet	April 2023
Potential reduction in motorised delivery of goods	Increased number of e-cargo bikes; motorised vehicle journeys avoided; distance covered by e-cargo bikes; number of services using e-cargo bikes	Expand the council's fleet of e-cargo bikes. E-cargo bikes already at River Park House and at Finsbury Park - current usage needs to be assessed to establish future demand. By April 2024, extent of additional need identified, and e-cargo bikes obtained and made available.	Assistant Director for Direct Services  Cllr Hakata	April 2024
Reduced casualties and safer road network in Haringey	Proportion of roads converted from 30mph to 20mph; and 40mph to 20mph Number of new pedestrian crossings implemented Powered 2-wheeler safety strategy developed	Working towards Vision Zero targets by: 1. Implementing new 20mph speed limits on Haringey-controlled roads; 2. introducing additional speed reduction measures; 3. additional pedestrian crossing facilities; and 4. developing measures to better safeguard powered 2-wheeler users Road Danger Reduction Action Plan measures identified in 2022/23 and 2023/24 to be delivered by April 2024	Assistant Director for Direct Services  Cllr Chandwani	April 2024

<p>More accessible footways and carriageways</p>	<p>Percentage of footways in need of major maintenance  Number of footway schemes delivered  Percentage of carriageways in need of major maintenance  Number of road resurfacing schemes delivered</p>	<p>Delivery of footway schemes to enhance ability to walk safely  Delivery of carriageway resurfacing schemes to enhance the ability for powered two wheelers to safely use the road network  Improved accessibility for those with disabilities (removing footway trips, additional crossing points and dropped kerbs at road junctions)  Funding and programme identified in the annual Highways and Street Lighting Investment Plans with the 2022/23 and 2023/24 programmes fully delivered by April 2024</p>	<p>Assistant Director for Direct Services   Cllr Chandwani</p>	<p>April 2024</p>
<p>Retention of access to disabled parking</p>	<p>Number of new dedicated disabled parking bays  Percentage of disabled parking bays meeting increased parking bay length</p>	<p>Integration of estate parking management with on-street parking management  Implementation of the Disabled Parking Action Plan 2021/22  Creation of the Care at Home Permit to replace the Residents Carer Permit  Adapt the Essential Service Permit to more fully reflect current needs  Introduce appropriate Sunday parking control measures  Delivery of the funded Parking Investment Plans for 2022/23 and 2023/24 by April 2024</p>	<p>Assistant Director for Direct Services   Cllr Chandwani</p>	<p>April 2024</p>
<p>Contribution to recycling ambitions</p>	<p>Increase in recycling rates in the borough</p>	<p>Lobby the government to introduce mandatory recycling and composting.  A campaign strategy and approach developed in 2023 – depending on government action - including assessing potential for cross-borough and partner collaboration on a joint campaign.</p>	<p>Assistant Director for Strategy, Communications and Collaboration   Cllr Chandwani</p>	<p>Campaign to commence by December 2023</p>



Reduction in idling of cars	The number of drivers responding positively to engagement and leaflets handouts during Weeks of Action. Number of drivers switching off engines	Local Awareness campaign including schools, signage, community champion (through climate change forum), education with local interest groups and enforcement on idling during weeks of action	Assistant Director for Stronger and Safer Communities Cllr Hakata	June 2023
Improved air quality and road safety around schools	Install approx. 4 per year for 20 schools suited for this that are not suited for School Streets Reduced air pollution	Install green pollution barriers at all schools on main roads in the borough Implement air quality audits with our schools and assess measures to implement	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	First ones installed by Q4 2023/24
Improved air quality and road safety around schools	Install approx. 15 per year (previous ambition for approx. 3 or 4 per year) over 4 years = 60	Create 30 school streets by 2024. Continue installing School Streets to improve air quality and road safety around our children's schools Design School Streets with Schools and implement where supported.	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Q4 2023/24
Increased community participation in urban greening projects	Number of pocket parks, community gardens etc established across Haringey	Coproduce designs for pocket parks, community gardens, and streetside verges with local people, enabling residents to choose what's planted on their streets Part-time community engagement officer appointed - progressing schemes on Caversham Road. Other existing neglected/troublesome on-street greenspaces being assessed.	Assistant Director for Direct Services Cllr Hakata	April 2024

		Target of Caversham Road community gardens delivered by April 2023. Two further sites developed and delivered by April 2024		
Build Community Awareness and Empowerment on carbon reduction and climate mitigation.	Number of projects supported; amount of funding secured for Community Lead Projects (via Haringey Community Carbon Fund etc).	Low carbon community led projects. Haringey Community Carbon Fund, supporting eco festivals, Community Energy Companies.	Assistant Director for Planning, Building Standards and Sustainability  Cllr Hakata	Confirm round 2 of Community Carbon Fund projects Q1 2023/24

<b>A Low Carbon Place</b>				
<b>Intermediate Outcomes</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
RP forum to develop joint approach to retrofit	Average EPC and SAP rating on housing association properties	Incentivise housing associations and private landlords to join us in a push to insulate Haringey. Work through the Registered Providers (RP) forum to deliver this.	Assistant Director for Housing Cllr Carlin	December 2023
Improved energy efficiency in the PRS	Proportion of licensed landlords in scheme with a compliant EPC Certificate	All Selective Licenced Landlords in the East of the borough will be asked to provide an EPC certificate as part of their landlord license. Non-compliant EPC (F&G rated) will be asked to improve measures as part of License conditions or face enforcement action under the Min Energy Efficient Standards. Landlords renting without a valid EPC will be expected to obtain one or face enforcement action.	Assistant Director for Stronger and Safer Communities Cllr Carlin	April 2024
Improved energy efficiency across the Borough's housing stock (all tenures)	Identify funding, invite promoters, and signpost community groups and homeowners	Signpost and advertise residents / landlords to external funding to improve the energy performance of the housing stock. Publish energy efficiency programmes to private homes owners and renters	Assistant Director for Planning, Building Standards and Sustainability Cllr Carlin	Q1 2024/25 - adopt Council Housing Energy Action Plan
Implementation of a Corporate Property Model to maximise council and community benefit from the councils property portfolio	Operational costs across the portfolio, rental income, reduced number of voids, reduction in reactive repairs, utilisation and ease of access to	<ul style="list-style-type: none"> <li>To development and implement a corporate property model</li> <li>Work with service areas and community groups on assessing the performance of our property holdings, in terms of operational, financial and strategic performance</li> </ul>	Assistant Director for Capital Projects and Property Cllr Gordon	Q3 2023 (for the first 4 points)  April 2024 (for the delivery)

	council properties for community need	<ul style="list-style-type: none"> <li>Develop an action plan, based on the above data, to inform key programmes, such as VCS, Schools, Town Centre, Energy performance, Social Value leases and a localities based delivery model.</li> <li>Review, develop and adoption of a commercial portfolio strategy</li> <li>Delivery of the Strategic Corporate Property Model action plan.</li> </ul>		of the action plan)
All council run schools to be net zero by 2041	6 no School Architypes identified in Net-Zero Schools Retrofit Guide.	Analyse Children’s Capital Programme Condition Surveys, identify fabric 1st list of works, prepare feasibilities including funding opportunities.	Assistant Director for Capital Projects and Property  Cllr Brabazon	Q2 2023/24
By April 2023 all non-housing property leased out must achieve and EPC rating of ‘E’ or better and further enhanced energy ratings by 2027 and 2030 with all properties reaching EPC ‘C’ by 2027 and ‘B’ by 2030.	No. Of non-housing properties achieving an EPC rating of ‘E’ or better	Implementation of the councils corporate property model All sites to be surveyed to inform energy performance assessment, against the council and community property need. Retrofitting of the council's commercial portfolio, as informed by the above, to ensure all properties meet the B rating by 2030	Assistant Director for Capital Projects and Property  Cllr Gordon	Q2 2023 (for survey and identification)
Decentralised Energy Network (DEN)	Full Business Case decided on by Cabinet in 2023	Provide community with affordable low carbon heat through Decentralised Energy Network (DEN).	Assistant Director for Planning,	Q3 2023/24 Full

		Develop the Full Business Case to link existing networks in the borough into a publicly owned company.	Building Standards and Sustainability Cllr Hakata	Business Case
Reduced carbon emissions from highways maintenance	Number of trials implemented of low-carbon materials and techniques	Pilot low-carbon roadworks schemes in some of our busiest areas, for instance Wood Green High Road. Semi-warm asphalt being used at present; other low-carbon techniques being considered (e.g. thermal carriageway repairs rather than patching with new material). Low-carbon roadworks schemes identified in 2023/24 Highways and Street Lighting Investment Plan and delivered by April 2024	Assistant Director for Direct Services Cllr Chandwani	April 2024
All council housebuilding schemes to target the delivery of net zero and passivhaus	Average reduction in operation carbon emissions against Building Regulations. Percentage of homes delivered to passivhaus certification that have started post March 2023.	Council's employer's Requirements already target delivery of net zero and Passivhaus - although these are not always achievable.	Assistant Director for Housing Cllr Gordon	Ongoing

<b>Growing the Circular Economy and Making Better Use of Resources</b>				
<b>Intermediate Outcomes</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Reduction in use of single-use plastic in the Borough	No. of businesses contacted. No. of businesses engaged with. No. of commitments signed up to.	Support Haringey businesses to reduce the use of single-use plastics. Identify businesses who are eligible for support. Develop a comms plan and web page to promote project. Develop a campaign to support reducing plastics which includes a “community champions” Undertaken further assessment to identify relevant businesses A desktop study identifying community groups in Haringey who are undertaking activities related to waste reduction/prevention. Develop an action plan to help groups reduce specific waste streams to put us on a zero waste trajectory. Exploring connections and collaborations with other regional and national plastics campaigns.	Assistant Director for Stronger and Safer Communities  Cllr Hakata	April 2024
More sustainable construction in the Borough	New Local Plan policy. Change in the way that buildings are designed, built, operated and deconstructed in order to minimise residual waste from development.	New Local Plan which contains policies to reduce waste and support the Circular Economy Preparation and adoption of New Local Plan to replace existing adopted 2017 Local Plan	Assistant Director for Planning, Building Standards and Sustainability  Cllr Carlin	Engagement Q1 2024/25
Increased recycling rates in the Borough by expanding	Tonnes recycled. Diverted from disposal. Avoided cost of disposal.	Advocate for inclusion of black bin bag waste sorting technology at the facility in Edmonton to increase recycling rates.	Assistant Director for Stronger and	December 2023

capacity of facilities to recycle.		Updates will be provided through the programme of established meetings with NLWA officers/members.	Safer Communities Cllr Hakata	
Reduction in waste generation in the Borough	No. of groups worked with. No of actions delivered.	Work with Haringey environmental action groups to develop programmes to put us on a zero-waste trajectory. A desktop study identifying community groups in Haringey who are undertaking activities related to waste reduction/prevention. Develop an action plan to help groups reduce waste.	Assistant Director for Stronger and Safer Communities Cllr Hakata	April 2024
Work towards Achieving the GLA 50% Recycling Target (Destination 50%)	% waste recycled. Tonnes diverted from disposal, avoided cost of disposal	Co-production and co-design of recycling services with stakeholders to support the Mayor of London's 50% recycling target through the delivery of the Destination 50% project. Implement food waste recycling services to all properties including properties with communal collections. Identify collection methodologies for kitchen waste recycling services for flats above shops. Implement new garden waste recycling services to estate-based properties and continue to maximise participation to the existing garden waste services. Improve participation to the dry recycling services available borough wide. Increase diversion of existing materials and work with NLWA to increase range of materials recycled at the Reuse and Recycling Centre. Increase the amount of "recycling hubs" and recyclable options within them for non-kerbside	Assistant Director for Stronger and Safer Communities Cllr Chandwani	April 2024

		<p>materials across public council buildings, libraries and estate concierges.</p> <p>Apply for WEEE grant funding to develop bookable WEEE service borough wide.</p> <p>Develop and implement more textile recycling services boroughwide.</p>		
Greater resident input into waste services design	<p>No. of residents/businesses engaged with New Waste and Recycling Strategy</p> <p>Options Appraisal</p> <p>New service delivery model</p>	<p>Utilise co-production and co-design with residents and other relevant stakeholders to develop and implement improved future proof waste and cleansing services.</p> <p>Engage with stakeholders on future waste and cleansing service design.</p> <p>Develop future strategies for waste/cleansing services.</p> <p>Explore needs-based resourcing models for services</p> <p>Develop and strengthen service performance targets to ensure high service standards.</p> <p>Explore different operating models for service delivery.</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>CLlr Chandwani</p>	April 2024
Improved waste and recycling facilities for residents and businesses	<p>Borough wide bin audit of all bins (litter and waste/recycling)</p> <p>Number of waste/recycling capacity checks undertaken</p> <p>Number of bins installed</p> <p>Number of bins repaired</p> <p>Number of signs installed</p> <p>Number of people engaged with about facilities</p>	<p>Undertake a bin audit borough wide to quantify gaps/service improvements for all bins (litter and waste/cleansing).</p> <p>Assess waste/recycling capacity requirements for HMO's.</p> <p>Continue roll out of new/refurbished bins.</p> <p>Explore alternative bin options (reversible bins) to increase participation in recycling services.</p> <p>Install further foot pedal operated food waste bins for properties with communal bins.</p> <p>Seek funding through impending new legislation (Consistency in Household and Business Recycling -</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>CLlr Chandwani</p>	<p>Bin Audit Summer 2023</p> <p>Ongoing roll out to April 2024</p>



		New Burdens) to develop kitchen waste recycling facilities for flats above shops.		
Reducing dumping and environmental crime	<p>Number of fixed penalty notices issued.</p> <p>65% of fixed penalty notices paid annually.</p> <p>Number of prosecutions submitted.</p> <p>Number of joint enforcement operations.</p> <p>Wall of Shame updated monthly.</p> <p>Fortnightly Enforcement appeals for information.</p> <p>Fortnightly success stories.</p> <p>Number of business waste inspections / notices / FPN's served.</p>	<p>Undertake weekly litter enforcement operations around high footfall areas, Town Centres, Transport Hubs and dumping locations identified through Local Intel and data analysis.</p> <p>Monthly Enforcement operations around fly tipping hot spots, that include engagement with residents &amp; business on responsible waste disposal.</p> <p>Prosecution files for litter &amp; fly tipping offences submitted to legal department for court action, monthly.</p> <p>Monthly website / twitter appeals to the public using council CCTV footage clips to help us catch fly tippers.</p> <p>Monthly publication of successful enforcement (FPN's issued / waste issues resolved) outcomes via the council's website, twitter etc.</p> <p>Focused fortnightly Duty of Care Inspections carried out on businesses in areas where commercial fly tipping and waste issues are being reported.</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>Cllr Chandwani</p>	<p>February 2023 ongoing</p>
Enforcement Co-production	<p>Number of Neighbourhood (NWW)Waste Watch programs rolled out across the borough.</p> <p>Monthly publicity showcasing joint positive outcomes.</p> <p>Fortnightly work with Community (CP) Payback.</p>	<p>Design Neighbourhood Waste Watch webpage to promote and encourage residents to sign up to be the council's eyes and ears for their area and work in partnership with the council to tackle fly tipping and environmental issues.</p> <p>Regularly publicise NWW activities and positive outcomes.</p> <p>Develop a fortnightly program of activity for CP to carry out waste clearance, litter picking and other relevant work on areas of unadopted land where litter,</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>Cllr Chandwani</p>	<p>CP from February 2023</p> <p>NWW from March 2023</p> <p>Phone box survey from January 2023</p>

	<p>Boroughwide survey to identify run down phones. Number of phone boxes condition improved or removed.</p>	<p>dumped waste and other environmental crime has been reported. Develop we page that allows residents to identify and pinpoint locations where run-down phone boxes are located. Use the information to require phone box operators to take action to improve the condition or removal of the phone box</p>		
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### Theme 3: Children and young people

Our vision is one in which all of Haringey's children and young people achieve their potential. To do this, we will invest in activity to help us achieve the three high level outcomes of 'Best Start to Life', 'Happy, healthy and secure childhoods', and 'Successful Futures' on top of our firm commitment to continuously improving our statutory children's social care functions. Decisions about how we deliver these are made against a backdrop of increasing demand on children's social care, funding pressures on schools and uncertainty about future demand and outcomes, including as a result of the Covid-19 pandemic on children and young people's family lives, educational attainment, mental and physical health.

Our commitment to the **best start in life** is set out in our draft Early Years Strategy, a final version of which will go to Cabinet in early 2023. This recognises the well evidenced importance 0-two years in shaping life outcomes through childhood and into adulthood. It sets out our ambition for an integrated and better-coordinated early years offer for young children, their families and carers. This includes commitments to greater partnership with our parents and carers; investment in work to promote positive attachment, speech and language development; narrowing early years attainment gaps; tackling the causes of health inequalities; and, joined up service delivery.

From age two to 19 (or 25 for young people with SEND), our commitment to supporting **happy, healthy and secure childhoods**, is reflected in our ongoing work to support early years education providers and schools to offer the best possible education, and to ensuring that children and young people, whatever their circumstances, achieve to the best of their abilities. It is also about supporting good mental and physical health and reducing the impact of youth violence on our young people.

Our commitment to ensuring **successful futures** is underpinned by activity to ensure that all young people will be able to access routes to achievement and success and feel prepared for adulthood, and to reducing the numbers of children and young people whose futures are impacted by contact with the youth justice system.

We are clear that to deliver on all these ambitions, we need to ensure that the voice of children and young people, their parents and carers, and organisations that work with them, are at the centre of what we do, and to ensure that children and young people getting equitable access to support they and their families need. An emphasis on prevention and early help cuts across everything we do, in recognition of the importance of working with families to identify issues early, before they escalate and require specialist intervention; and, in strength-based working, as set out in our early help strategy.

#### ***Linked strategies and action plans***

- [Young People at Risk Strategy](#)
- [Young People at Risk Action Plan](#)
- [Early Help Strategy](#)
- [Draft Early Years Strategy](#)
- [Send Strategy consultation](#)
- [ICS Start Well strategy](#)

<b>Theme</b>	<b>Children and Young People</b>
<b>CLT Lead</b>	<b>Ann Graham</b> - Director for Children's Services
<b>High Level Outcome 1</b>	<b>Best Start in Life</b> - The first few years of every child's life will give them the long-term foundation to thrive
<b>High Level Outcome 2</b>	<b>Happy Childhoods</b> - 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>High Level Outcome 3</b>	<b>Successful Futures</b> - Every young person, whatever their background, has a pathway to success for the future

<b>Best Start in Life</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
An increased number of families from underrepresented groups are benefitting from the free childcare entitlement resulting in better early years outcomes	Increase in number of children accessing the free entitlement childcare.  (Increased number of children from underrepresented communities accessing free entitlement).	Develop a communications and marketing campaign to raise the awareness of the free entitlement throughout the borough.  Develop an outreach programme to engage with the Turkish, Somali and Jewish communities to understand and respond to their childcare needs.  This activity will help to deliver a comprehensive picture of information on childcare provision within Haringey.	Assistant Director for Children's Commissioning and Programmes  Cllr Brabazon	April 2023
More children under 5 who need support with language and communication	% achieving a good level of development - communication and language	Complete the review of speech, language and communication offer in Haringey. Develop a strategy and action plan.	Assistant Director for Children's Commissioning and Programmes	January 2024

skills are receiving early support to be confident communicators.	Reduction of under 5's with EHCP with a primary diagnosis of SLCN	SLT pathway developed, providing a graduated response across a universal, targeted and specialist pathway (moved, was outcome). This will lead to a Business Case, Written Pathway, Training Offer, Policy & Procedures, Information Materials.	Cllr Brabazon	
Autism assessment waiting times for children are reduced and there is an improved support offer for families whilst they are waiting	Average waiting times for 0-5-year-olds will reduce from c.39 to 35 weeks by April '23 Average waiting times for 6-18-year-olds will reduce from c.85 to 40 weeks by April '23	Work with health colleagues to support professionals working with children to be confident around autism processes and pathways. Work with health colleagues to improve communications to parents following a referral for an autism assessment. Work with health colleagues to ensure there is effective support for families whose children have social and communication difficulties and do not yet have a diagnosis. This work will result in the development of a Comprehensive training package and expanded capacity in face-to-face assessments for all ages. We will also deliver new Autism assessments in CAMHS services at BEHMHT and a digital assessment option via Healios. There will be a further increase in capacity with investment to expanded services in borough with test "vouchers" for people to access private providers. Finally, we will continue the codesign the process with parent / carers in Haringey and start to engage young people themselves.	Assistant Director for Children's Commissioning and Programmes  Cllr Brabazon	April 2023
Our early years local offer to all parents and	Website is updated to provide more accessible	Review our early years digital offer, ensuring up to date and relevant information and resources are easily	Assistant Director for Children's	April 2024

families is improved, providing clear information, advice and guidance easily accessible	information for parents. Digital app is developed.	accessible and available. This will ultimately lead to a web offer that is accessible to all.	Commissioning and Programmes  Cllr Brabazon	
An increased number of children with SEND are accessing their statutory entitlement in a high quality inclusive early years setting.	Number of children with SEND in Early Years Education	Review the inclusion funding system and process to ensure it provides swift access to additional support for children with emerging needs or SEND that follows the child based on their need. This will allow more children with SEND to access their statutory entitlement and receive the care they need.	Assistant Director for Early Help, Prevention and SEND  Cllr Brabazon	April 2024
More SEND children at Early Years stage are receiving good outcomes	Number of children with SEND in Early Years Education % of SEND children in good quality Early Years Education Early years outcomes including school readiness	Review the inclusion funding system and process to ensure it provides swift access to additional support for children with emerging needs or SEND that follows the child based on their level of need and take action where necessary. From this we expect to see more children with SEND accessing the support that will help improve outcomes within Early Years and Early Years Education.	Assistant Director for Early Help, Prevention and SEND  Cllr Brabazon	April 2024
More children achieve health and wellbeing outcomes, supported by services and provided by the	This is measured against the national & local targets set for the services. % of children receiving a development review by age 2 ½	Increase reach to families at key points in a child and parent/s journey. Continue to work with our provider to ensure all PH activities are at the right level and quality. Screening tests, immunisations, developmental reviews and information and guidance	Assistant Director for Public Health  Cllr Brabazon	March 2024

Healthy Child Programme		These activities will help us to reduce health inequalities, including addressing the wider determinants of health through children and young people's journey 0-19 years.		
More vulnerable parents are receiving the help they need in their children's early years via sustained home visiting	Interventions & targets set by National MECSH Programme. % new birth visits completed by health visitors within 14 days % of 12-month reviews completed by 15 months	Vulnerable Parent Pathway- Maternal Early Childhood Sustained Home Visiting (MECSH) in Early years. Work with health provider to implement and embed MECSH - phase 1. Phase 2 - will see the roll out of key elements of MECSH across non health early years settings. This will achieve a common, whole system and transformational change in how families are supported who have additional needs, thus reducing the need/reliance for statutory services.	Assistant Director for Public Health  Cllr Brabazon	October 2024 (Completion)  Ongoing (Monitoring/BAU)

<b>Happy Childhoods</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer/Cabinet Member</b>	<b>Target Delivery Date</b>
Parents and carers increasingly feel they are recognised as equal partners in developing and delivering SEND services.	1. Established Parent Carer Forum 2. PCF reps at SEND Executive and key subgroups (PFA, Health, Co-production & Local Offer, EHCP/AR) 3. Established Co-production meetings for EHCP's	1. SEND Transport Learning Review (2022) 2. SEND Newsletter feedback (ongoing) 3. Annual Voices Day (Mar 23) 4. SEND engagement events with Cabinet member CYP Schools & Families (ongoing) 5. Various consultations e.g. PFA Strategy (Summer 22), Travel Assistance (Summer 22) Policy, Safety Valve (Oct/Nov 22) 6. SEND Youth Forum being developed (2023) All engagement will result in us gathering and exploring relevant issues pertaining to SEND services.	Assistant Director for Early Help, Prevention and SEND  Cllr Brabazon	June 2023
More parents are aware of, and take up, our local school holiday offer, particularly from those who would benefit most from this provision.	Take up of holiday activities increases	Use web offer and local spaces to raise awareness of holiday schemes and activities. Work with schools to engage with children and parents ahead of holiday periods. The aim of this is to improve access to holiday schemes.	Assistant Director for Schools and Learning  Cllr Brabazon	April 2024
Robust Travel Assistance Policy is in place with a range of travel assistance options.	Travel Assistance Policy complete Staff training metrics	1. Travel Assistance Policy - Public consultation (Summer '22) 2. Re-procurement of transport (Summer '22) 2. Parent Liaison Officer recruited (Sept '22) 3. Review of SEND Transport Operations (2023)	Assistant Director for Early Help, Prevention and SEND	April 2023



Competent and well-trained staff with good communication with parents and carers.		4. Implementation of TA policy (Nov '22) We will then consistently deliver a sustainable, assisted travel service with well trained staff.	Cllr Brabazon	
Children with SEND are supported to thrive and achieve the best educational outcomes and health and care packages	95% of EHCP plans audited rated as compliant EHCPs completed within 20 weeks is comparable with statistical neighbours (59.9%) Haringey will have a successful inspection outcome when next inspected.	1. Quality Assurance process developed. 2. Performance dashboard developed. 3. Dedicated role within health and social care to support improvement (DSCO and DCO role). 4. Embed the ordinary offer of education which sets out how schools will support children with SEND. 5. Investment in SEND Statutory Assessment Team. Consequently Education, Health and Care plans will evidence both good quality of provision, outcomes and are legally compliant.	Assistant Director for Early Help, Prevention and SEND  Cllr Brabazon	April 2023
An integrated, multi-agency approach to support both pre- and post- birth and childhood through enhanced children's centre partnerships and locality based 0-19 Family Hubs has been developed and is embedded locally	Triangle Children's Centre is launched as a new Family Hub	1. DFE funding secured (Oct '22) 2. Stakeholder engagement to inform implementation plan (Oct - Dec '22) 3. Implementation plan developed (Dec '22) 4. Hub development (Jan - Jun '23) Children, Young People and Families will have access to Family Hubs	Assistant Director for Early Help, Prevention and SEND  Cllr Brabazon	July 2023

<b>Successful Futures</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer/ Cabinet Member</b>	<b>Target Delivery Date</b>
More young people from disadvantaged groups are able to access higher education	No. of young people who wouldn't normally access higher education who are able to do so with the help of the council's John La Rose scheme (the bursary scheme).	By delivering the John La Rose Bursary award (that financially supports young people through the three (or more) years of their education degree). Also, to use some of the funding to provide mentoring and support to young people from year 9 upwards to inform about university and options, and to provide mentoring to students through the application to university process and through their degree. The project aims to help 30 young people go to university with our John La Rose scholarship programme. At the scheme's inception, the 10 number increased to 12 per year (36 in total, assuming a three-year degree course) and from 2022, the number increased to 14 in any year (42 in total assuming a three-year degree course).	Assistant Director for Schools and Learning  Cllr Brabazon	April 2024
Children in Care from global majority communities are better supported through services and by foster carers in a way that develops and reinforces a positive sense of identity and belonging.	Young people tell us they feel supported by their careers and services Monthly case audits show that care plans reflect children's lived experience and are sensitive to children's identity and cultural needs	Social workers identify needs through looked after children reviews Social workers work with foster carers and services to ensure support is sensitive to these needs and cultural differences Social workers ensure this is set out in care plans and regularly reviewed These factors should inform culturally sensitive care plans	Assistant Director for Safeguarding and Social Care  Cllr Brabazon	April 2024
The numbers of young people aged 16 and 17 whose education,	% young people who are NEET is comparable with statistical neighbours.	Good quality information, advice and guidance (IAG) in schools.	Assistant Director for Early Help, Prevention and SEND	March 2023 (Annual Target)

employment and training status are unknown is reduced.	% young people (16 and 17 yr olds) in Education, Employment & Training. Reduced/improved level of young people with Unknown status comparable with statistical neighbours.	Dedicated Education, Employment and Training (EET) support in place for vulnerable young people e.g.) SEND, Care Leavers, Youth Justice. Dedicated SEND Case officer for Vulnerable YP. Bespoke Action Plan for those Not in Education, Employment & Training (NEET). This should result in the vast majority of young people in some form of education, employment and training.	Cllr Brabazon	
More young people with SEND are successfully moving into employment, with support from the council.	SEND Education data No. of young people with SEND in employment No. of internships created for young people with SEND	Build greater awareness of SEND offer. Dedicated SEND support within schools and from local officers. Education, employment and training support is available to young people with SEND. 65 internships for young people with SEND. Improve the number of young people with SEND in employment.	Assistant Director for Early Help, Prevention and SEND  Cllr Brabazon	April 2024
More young people can access high quality information, advice and guidance relating to employment	Reduction in YP claiming benefits Increased Youth employment	Specialist YP employment support. Apprenticeship advice provision. Project 2020. GLA career Hub. 65 Internships for young people with SEND.	Head of Employment and Socio-Economic Regeneration  Cllr Jogee	March 2024
An increased number of young people are meeting educational attainment goals	Attainment and achievement KPI's	Our data outcomes from KS1 up to KS5 are monitored and challenged via Schools and Learning Officers and via the Haringey Education Partnership (HEP) who are under contract to the LA to deliver school improvement. There is a particular focus on BAME achievement and closing/eradicating the achievement gaps that we see with black African Caribbean boys and Turkish boys (among others).	Assistant Director for Schools and Learning  Cllr Brabazon	April 2024

## Theme 4: Adults, health & welfare

Our vision is for Haringey to be a place where everyone can live healthy and fulfilling lives and feel connected and safe in communities where people support each other. To do this we will build on our statutory adult social care and public health functions to provide additional services that support those most in need and improve the health and wellbeing of all Haringey residents. We will prioritise this because our communities are our greatest asset and good health and wellbeing with a strong safety net of support is the basis for positive outcomes in education, employment, civic participation and more. Additionally, closing the gap in health outcomes across the borough is essential to our broader ambition to address inequality in Haringey.

The decisions about where we invest are undertaken against a backdrop of ongoing growth in demand and potential demand, including as a result of the ongoing impact of Covid-19 on our population health. In 2021, for example, 16% of residents said they had a long-standing illness, disability or infirmity, which is a significant increase of 3% from 13% in 2018. Investment also needs to reflect a context where we have high levels of population health issues, with significant health inequalities and high rates of income deprivation. In the most recent Residents Survey 29% said good physical health was the most significant driver for wellbeing, this was by a wide margin the most common response showing just how important it is to our residents.

To achieve this vision, we will pursue changes across the following outcome area. Firstly, **Healthy and Fulfilling Lives**, as part of which all adults can live healthy and fulfilling lives with dignity, staying active, safe, independent and connected in their communities; and, secondly, **Good advice and Support** – Low-income residents will receive accessible, non-stigmatising and holistic advice and support to prevent or reduce debt and address the underlying causes of financial hardship.

These focus areas are intended to capture not only our statutory adult social care responsibilities but our ambitions beyond them where we will not simply support people to live, we will support them to thrive in their communities. They are also in response to the cost-of-living crisis driving more and more low-income families into debt, food and fuel poverty. This, combined with differential levels of access to services across the borough, such as health and social care, digital technology and exercise, contribute to poor health outcomes in some of our most deprived communities.

In pursuing these changes, we will take a resident-first approach putting them at the heart of decision-making and service design so that they have a say in how they want to exercise, access services and receive support. We will work in partnership across the council and with community groups to provide holistic support to residents at a local level that focuses on early intervention and prevention to target the underlying causes of poor health and financial hardship. To build strong communities, we will facilitate and enable the voluntary and community sector organisations who know the needs of their areas best and provide support to residents in a way that keeps them at home, independent and connected to their communities for as long as possible.

### *Linked strategies and action plans*

- [Health and Wellbeing Strategy](#)
- [Joint Mental Health and Wellbeing Framework](#)
- [ICS Age Well Strategy](#)
- [Haringey Healthy Weight Strategy](#)
- [SEND Preparation for Adulthood Strategic Action Plan](#)
- [Haringey Strategy for Tackling Debt](#)
- [Physical Activity and Sports Strategy](#)
- [Haringey 10-year VAWG strategy](#)

<b>Theme</b>	<b>Adults, Health and Welfare</b>
<b>CLT Lead</b>	<b>Beverly Tarka</b> - Director of Adults, Health and Communities
<b>High Level Outcome 1</b>	<b>Healthy and Fulfilling Lives</b> - All adults are able to live healthy and fulfilling lives, with dignity, staying active, safe, independent and connected in their communities
<b>High Level Outcome 2</b>	<b>Advice and Support</b> - Low-income residents will receive accessible, non-stigmatising and holistic advice and support to reduce debt and address the underlying causes of financial hardship

<b>Healthy and Fulfilling Lives</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer/ Cabinet Member</b>	<b>Target Delivery Date</b>
Greater use of leisure centres and parks, by a wider section of the community, to help everyone pursue and maintain a healthy lifestyle.	Numbers attending programmes e.g. Leisure centres, GOGA (Get Out Get Active for Disabled and non-disabled people to do things together), Holiday Programmes including Holiday Activities and Food Programme, People Need Parks, Wellbeing Walks, Haringey Football Development Plan data, relevant Smarter Travel data such as programmed cycle rides, Socio - Economic regeneration projects in NP and BWF etc.	<p>There will be a wider range of inclusive sports and activities, including:</p> <ul style="list-style-type: none"> <li>• Developing a Keep Haringey Fit campaign including co-producing regular cycling, running and other sports and classes for the over 50s</li> <li>• People Need Parks Activity Events</li> <li>• A Physical Activity and Sports Strategy (Renewal in 2023) focusing on 'How do we employ our parks to deliver health and wellbeing activities' Coproducing with specific underserved groups (over 50s, Disabled people, Women and girls ages 16-40)</li> <li>• A number of interrelated activities and services are in place. E.g. Discount access</li> </ul>	<p>Assistant Director for Direct Services</p> <p>Cllr Davies</p>	April 2024

	<p>Parks &amp; Greenspaces Strategy - measures relating to user profiles, overall usage and community group participation</p> <p>Sport England Active People Annual Survey data for % of Active, Partially Active and Inactive People in Haringey. Collect relevant Haringey physical activity data from partners such as: Our Parks, Park Run, Active Change Haringey, Disability Action Haringey, London Cycle Campaign (Haringey branch), Tottenham Hotspur Foundation</p>	<p>to the leisure centres for disabled people, GOGA Project activity, holiday programme activity, specific activities at the leisure centres e.g. autism swimming, Changing Places toilet installations - and a range of other offers from partners.</p> <ul style="list-style-type: none"> <li>• Engagement and co-production with our residents to find out what they like to do and how they would like to take part</li> <li>• Communications to show the link between what the residents have asked for and what we do</li> </ul> <p>The primary aim will be to establish a new Physical Activity and Sports Strategy by April 2024, including consideration of the views of the Environment and Community Safety Scrutiny Panel and the Children and Young People's Scrutiny Panel, as well as the organisations listed left.</p>		
<p>Improved mental wellbeing and a decrease in the stigma around mental health.</p>	<p>Increase in number of residents taking part in community-based activities to support social connectedness, wellbeing and mental health.</p> <p>Increase in number of residents who are aware of and can access the mental health support available.</p> <p>Empowering residents to maintain mental health and</p>	<ul style="list-style-type: none"> <li>• Produce a great mental health day.</li> <li>• Develop wider mental health and wellbeing activities throughout the year.</li> <li>• Communications package to promote digital mental health support for everyone who needs it.</li> </ul>	<p>Director of Public Health</p> <p>Cllr Das Neves</p>	<p>Great Mental Health Day will take place on 27th January 2023.</p> <p>World Suicide Prevention Day (10th September 2023) and World Mental</p>

	wellbeing and be able to access the appropriate support when needed.			Health Day (10th October 2023) will be promoted.  Digital Mental Health support will be promoted on an ongoing basis.
A reduction in levels of violence against women and girls.	Police crime data- Reduction in the rate of domestic abuse- violence with injury. Number of homelessness approaches for domestic abuse. Number of staff trained around VAWG. Amount (£) of income generated to fund VAWG work in the borough. Number of commissioned and directly delivered specialist services for survivors with protected characteristics.	<ul style="list-style-type: none"> <li>• Provide holistic support for women who are victims of violence from early intervention, crisis response and recovery.</li> <li>• Targeted inclusive support services - specialist support for BAME, disabled women, LGBTQ+ survivors, and women facing multiple disadvantage.</li> <li>• Train Haringey staff to recognise the signs of domestic violence and emotional abuse and know how to refer people to support.</li> <li>• Develop awareness campaigns aimed at holding perpetrators of VAWG to account.</li> <li>• Finalise a VAWG commissioning plan and recruit a new VAWG commissioner.</li> <li>• Consultation and Co-production of VAWG services.</li> <li>• Secure additional funding for safe accommodation.</li> <li>• LGBTQ+ Independent Domestic Violence Advisor already in place.</li> </ul>	Assistant Director for Communities and Housing Support  Cllr Das Neves	LGBTQ+ IDVA service commences - Autumn '22 Commissioning Plan Finalised – Summer '23 Consultation published – Autumn 23/24 Procurement process takes place - Spring 2024

<p>Working with migrant, asylum seeking and refugee residents to deliver on the objectives set out in Haringey's Welcome Strategy</p>	<p>TBC</p>	<p>Delivery of funded schemes - ARAP / ACRS / HfU / Hong Kong BNO scheme, including practical and social / integration support</p> <ul style="list-style-type: none"> <li>• Three Welcome Hubs providing practical and integration support to refugees, migrants and people seeking asylum based on a partnership model between VCS lead organisations, the Resettlement Team, and relevant services</li> <li>• Reviewing access to healthcare for migrants with services and partners including Healthwatch</li> <li>• ESOL classes for resettled groups</li> <li>• Wrap around support provided to guests of Home Office commissioned accommodation in the borough</li> <li>• Collaboration with Community Tensions monitoring group to understand the experiences of local residents</li> <li>• VCS funding to provide cultural-sensitive integration support, for example through the Welcome Hubs and other services such as mental health provision</li> <li>• Collaboration between Mulberry Junction and the Resettlement Team to provide support and advice to people with no recourse to public funds</li> <li>• Audit in collaboration with London Metropolitan University on accessibility and experience of support for migrants in Haringey</li> </ul>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Das Neves</p>	<p>Ongoing</p>
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		<ul style="list-style-type: none"> <li>Processes to support people into PRS, including payment mechanisms</li> <li>BEAM pilot supporting 30 people into PRS and with access to employment</li> <li>• Up to date webpages outlining support available</li> </ul>		
Residents will feel more connected to their neighbours and feel they live in an area where people help each other.	<p>Number of mutual aid/neighbourhood groups supported/enabled by Connected Communities.</p> <p>Number of resident groups and bookings at Localities hubs.</p> <p>Number/Frequency/attendees at co-production activities and resident groups related to Localities, Welcome Strategy and Food Strategy.</p>	<p>This approach will be tested and developed as part of the Localities Trailblazer projects. Strong mutual aid groups and peer networks that work together, share data and support local communities.</p> <p>Improve information, advice and guidance network to have informal borough wide resident advisors able to provide advice and guidance to those in need in their communities. Work closely with migrants and refugees to implement our Welcome Strategy (see specific outcome on this.</p> <p>Bring together mutual aid leaders. Enable and facilitate the VCS.</p>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Das Neves</p>	March 2024
Improved access by ensuring residents receive holistic support in their local area.	<p>Wood Green, and North Tottenham Localities Trailblazers.</p> <p>Number of VCS organisations involved in Localities trailblazers.</p> <p>Number of residents involved in Localities trailblazers. (After Yr1) Savings in Adult Social Care and Temporary Accommodation attributable</p>	<p>This approach will be tested and developed with the Localities Trailblazer.</p> <p>Development of an integrated 'front door', bringing the strengths of Connected Communities, Financial Support/Inclusion and Customer Services together at locality-level</p> <p>Resident voice is amplified in Localities programme, ensuring they have a say in how the programme develops.</p> <p>Improved integration of public service data, used by co-located health and council teams</p>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Das Neves</p>	March 2024

	to multi-agency preventative work at locality level.	<p>who work together to support residents in a holistic way</p> <p>A connected information, advice and guidance offer with a focus on early intervention, prevention and wider determinants of health.</p> <p>The development of a local community Health and Well-being Network.</p> <p>Enable and facilitate the VCS.</p>		
A reduction in digital exclusion in the borough so all residents can benefit from the social, health and economic benefits of tech.	<p>ONS levels of internet access.</p> <p>Number of internet accesses in libraries.</p> <p>Number of attendees in digital skills courses.</p> <p>No. of digital inclusion initiatives in the borough and who they are supporting</p>	<p>Explore options to Develop Digital Inclusion strategy/action plan.</p> <p>Continue to grow and support digital inclusion staff and VCS network.</p> <p>Expanding online access through our libraries.</p> <p>Restart digital inclusion sessions in libraries working with partners such as Haringey Learns, Coffee and Computers and the council's Digital Inclusion officer.</p> <p>Deliver 'Out of the Box' digital inclusion project.</p> <p>Increase the number of free digital skills courses available to residents.</p> <p>VCS Digital Inclusion Working Group</p> <p>Seeking external investment in digital inclusion projects and initiatives and exploring how existing Council investment in VCS and other support services can achieve digital inclusion outcomes for residents</p>	<p>Assistant Director for Communities and Housing Support / Head of Libraries, Arts and Culture / Assistant Director for Regeneration and Economic Development</p> <p>Cllr Williams</p>	<p>Digital inclusion strategy/action plan - late 2023</p> <p>Digital inclusion sessions restarted - September 2022 with further work ongoing.</p> <p>'Out of the Box' - February 2023.</p>

<b>Advice and Support</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Food poverty, food cultures and food opportunities will be a visible council priority. Food help will be easy to find, accessible and non-stigmatising.	<p>Levels of food poverty in the borough (LIFT).</p> <p>Uptake of healthy start vouchers.</p> <p>Percentage of those eligible for FSM who receive them.</p> <p>Number of households supported by Food Banks</p> <p>Number of households accessing advice, FST and other preventative support via referral from food banks</p> <p>Number of food related events and celebrations</p>	<p>Expand food network beyond food poverty groups to encompass all of food insecurity (local businesses, housing, community groups etc).</p> <p>Develop Food Security Strategy</p> <p>Map food poverty in the borough and affordability and access to nutritious and healthy food.</p> <p>Developing shared language around food security and celebration and working together on clear messaging for residents and partners.</p> <p>Review free school meal expansion to make sure it is having the best impact.</p> <p>Integration of food agenda within health and other areas</p> <p>Explore community cooperative solutions to food poverty (council's role as an enabler of the VCS to develop a food cooperative).</p>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Davies</p>	Food Strategy - Summer 2023
Increased awareness of, access to, financial advice and support in the borough	Increased take up of financial information and advice	<p>This programme of work will include activity to increase residents' awareness of access to, financial information and support, including through:</p> <ul style="list-style-type: none"> <li>• Ongoing promotion of Haringey Here to Help, with a focus on targeting communities who may be less aware of available support.</li> <li>• A campaign to increase welfare take up, using data and insight to target communications at those who we expect to most benefit.</li> </ul>	<p>Assistant Director for Resident Experience / Assistant Director for Strategy, Communication</p>	Implementation of Initiatives throughout 2023/24

		<ul style="list-style-type: none"> <li>• Promotion of the benefits &amp; budgeting calculator.</li> <li>• Ensuring all frontline staff have access to good training to support cases with basic welfare support.</li> <li>• Working on GLA campaigns like Debt Free London.</li> <li>• A review of all services providing welfare advice and support, including commissioned services, with a view to better coordinating these and maximising their impact.</li> <li>• A review of direct financial support provided by the council with a view to ensuring that all residents are able to access services in a dignified way, that support reaches those who need it, and that the impact of available resource is maximised.</li> <li>• A reinstatement of a partner helpline, to facilitate better coordinated support to residents in need and quicker resolution of issues.</li> <li>• Purposeful collaboration and coordination activity with partners, including via the Debt and Financial Hardship partnership.</li> <li>• Capacity building activity with voluntary and community sector partners, recognising the role they play in signposting, information giving, advice and support.</li> </ul>	<p>s and Collaboration</p> <p>CLlr Chandwani</p>	
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<p>A reduction in overall debt in the borough and less residents entering debt.</p>	<p>Households with rent and council tax arrears (LIFT) Household debt levels (LIFT) CTRS arrears LIFT financial risk levels - No. of households categorised in financial resilience categories 'at risk' and 'in crisis'</p>	<p>Explore additional financial support and review current measures. Explore options for expanding CTRS to support our most in need residents. Review Section 13A to ascertain if we can legally and financially provide Council Tax Support to those having escaped domestic abuse.</p>	<p>Assistant Director for Resident Experience Cllr Chandwani</p>	<p>Review options to widen support via Section 13A - April 2023.</p>
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## Theme 5: Homes for the future

Our vision is of a borough where everyone has a safe, sustainable, stable and affordable home. We prioritise this as housing is a fundamental human right, and its availability and quality directly impact our residents' health, wellbeing, safety and financial stability. Housing also has broader implications for our ability to respond to the climate emergency, support residents during the cost-of-living crisis, address inequality and build strong communities.

In doing so, we need to recognise the context for housing in Haringey. More than one in five people in Haringey live in a home rented from the council or another social landlord; but more than a third of the Haringey population live in homes rented from a private landlord. One-fifth of council homes still do not meet the decent homes standard, and more than one home in every four rented from a private landlord in Haringey is in such poor condition that it presents a risk of harm to the health or safety of its tenants. 2,000 households on the housing register are living in overcrowded homes, and 2,700 households are homeless and in temporary accommodation.

To address these issues and achieve our vision, we will pursue changes across the following outcome areas:

- An **increase in the number and variety of high-quality and sustainable homes** in the borough.
- An **improvement in the quality of housing and resident services** in the social rented sector.
- An **improvement in the quality of the private rented sector**.
- A **decrease in homeless households and households presenting as homeless**, including those who sleep rough.

Haringey does not have the range of housing required to meet the diverse needs of our residents. Additionally, in the 2021 resident survey the two most significant drivers for happiness with housing were the condition of the building and the amount of space, highlighting the importance of housing quality to our residents. Most in Haringey will not be able to purchase a house in the borough, and a chronic shortage of genuinely affordable housing makes private renting impossible for many leaving them in temporary accommodation or sleeping rough.

As well as increasing the number of affordable homes, it is also vital that we get the right mix of housing in both the social and private sectors. The correct mix of size, wheelchair accessibility and sheltered accommodation is essential to tackle overcrowding in the borough and improve the quality of life for the thousands of households living in unsuitable accommodation. Additionally, many homes in the borough, particularly those privately rented are falling well below quality and energy efficiency standards and causing hardship and suffering for thousands.

Our residents know their area and need best. In pursuing these changes, we will prioritise working in partnership with residents to deliver homes, places and services, putting them at the heart of decision-making and shaping their communities. Also, in partnership, we will work with and educate landlords, encouraging them to improve the quality of their housing stock beyond the minimum decent standard and we will collaborate with other organisations to provide a service that targets the root causes and triggers of homelessness. Finally, we will unlock the broader benefits of housing; by expecting all developments in Haringey help tackle the climate emergency, improve the public realm and benefit the health and wellbeing of everyone, not just those who live there.

*Linked Policies and Strategies*

- [Housing Strategy](#)
- [New Local Plan](#)
- [Climate Change Action Plan](#)
- [Health and Wellbeing Strategy](#)
- [SEND Preparation for Adulthood Strategic Action Plan](#)

<b>Theme</b>	<b>Homes for the Future</b>
<b>CLT Lead</b>	<b>David Joyce</b> - Director of Place Making and Housing
<b>High Level Outcome 1</b>	<b>Homes For the Future</b> - Everyone has a home that is safe, sustainable, stable and affordable

<b>Homes For the Future</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer/ Cabinet Member</b>	<b>Target Delivery Date</b>
There will be more of the high quality and sustainable new homes Haringey's residents need	Overall number and mix of new homes, of all types, delivered in Haringey. New affordable homes delivered in Haringey	<p>The planning team will support housing developers to bring forward housing in the borough.</p> <p>Develop new local plan setting target % of affordable housing in the borough.</p> <p>An average of 1,592 new homes a year, of all kinds, will be built in line with our obligations under the London Plan.</p> <p>Ensure All new Homes in Haringey will be the correct mix of affordable, bedroom size and wheelchair accessible and developed to improve community space, green space and the public realm</p>	<p>Assistant Director for Planning, Building, Standards and Sustainability</p> <p>Cllr Carlin</p>	<p>Local Plan Engagement Q2 2023</p> <p>New homes to have been delivered each year</p>
The Council will continue to deliver more council homes for council rent	Number of new council homes for rent delivered by the council. New family sized homes (3+ bedrooms) delivered by the council.	<p>Council Housing Delivery Programme</p> <p>Taking a needs-based approach to building new council homes (including the need for 3+ bed homes) and ensure the needs of SEND young people and their families, disabled people and</p>	<p>Assistant Director for Housing</p> <p>Cllr Gordon</p>	By May 2024: Starts on site for 1,800 new council homes.



	<p>New 'bespoke' homes delivered by the council for residents in need of specialist housing (i.e. wheelchair adaptable and SEND homes designed around the needs of a specific eligible household whose needs are not met in our current stock).</p>	<p>others with bespoke need are a key part of the council's Housing Delivery Programme.</p> <p>Deliver 3,000 more council homes (by 2031) that are very close to zero carbon (75% reduction on building regs plus) and a number of schemes that exceed zero carbon.</p>		<p>Completed 30 homes designed to a household's specific needs ('bespoke' homes).</p> <p>May '24 aim for planning permissions for 50% of new council homes to have 3+ beds.</p>
<p>Our council homes will be of a higher quality</p>	<p>% homes at decent homes standard. Energy efficiency - average EPC across our stock. Satisfaction with repairs. Void performance. Housing Association performance data.</p>	<p>We will continue to work to ensure all council homes meet decent homes standard. We will improve the energy performance of our homes, working to ensure that our stock has an average EPC B rating by 2035 We will improve the quality of our repairs service. We will develop building safety cases for all of our high-risk buildings.</p>	<p>Assistant Director for Property Services / Assistant Director for Housing</p> <p>Cllr Carlin</p>	<p>From April '23 to April '24 we will have brought over 2,000 of our homes up to decent homes standard</p> <p>Housing Energy Action plan</p>

				<p>adopted January 2023</p> <p>92% satisfaction with repairs by May 2024</p> <p>Building safety cases for all of our high-risk buildings by September 2023</p>
<p>Provide reliable customer-focused services that we, our tenants and leaseholders can be proud of.</p>	<p>STAR survey results (survey of tenants and leaseholders)</p> <p>Housing Regulators Tenant Satisfaction Measures Standard: Achieving satisfaction in the following areas:</p> <ul style="list-style-type: none"> <li>• Respectful and helpful engagement</li> <li>• Responsible neighbourhood management</li> </ul>	<p><b>Landlord Services:</b></p> <ul style="list-style-type: none"> <li>• Use results of annual STAR survey to benchmark and improve performance.</li> <li>• Use survey feedback to identify co-production opportunities to develop and deliver service improvement plans.</li> <li>• We will increase satisfaction with our handling of complaints by doing what we say we will do and keeping residents updated.</li> <li>• We will improve our impact on estates through resident engagement and co-production plans designed to improve estate management services and standards.</li> </ul>	<p>Assistant Director for Housing Management / Assistant Director for Housing</p>	<p>Yearly improvement on the STAR survey baseline 2023 results And KPIs</p> <p>By Q4 2023/24</p>

		<ul style="list-style-type: none"> <li>We will make sure service charges are fair and represent good value for money, and be open and transparent about our costs.</li> <li>We will embed a unified approach to income collection, reducing arrears and supporting residents to access services that maximise income and help avoid debt.</li> <li>Housing officers will sign post and refer residents to other services - to support health, wellbeing and financial resilience.</li> </ul>		
We will ensure that our council housing is allocated fairly to those in housing need and that we make best use of our stock	Fewer people living in homes that do not meet their need	Develop a new allocation system which is fair and fit for purpose, co-produced with tenants and people in temporary accommodation	Assistant Director for Housing Demand  Cllr Carlin	December 2023
There will be an overall improvement in the social housing sector in Haringey	Performance metrics of all registered providers in the borough	We will strengthen partnership working with Housing Associations to drive up performance across the whole social housing sector, in terms of quality of homes, services to residents and satisfaction	Assistant Director for Housing  Cllr Carlin	Agreed format for regular meetings and information sharing by September 2023
There will be an improvement in the Quality of the	Number of licence applications	Expand our landlord licensing scheme to ensure renters have a safe and warm home and prevent overcrowding.	Assistant Director for Stronger and	April 2024

Private Rented Sector	<p>Number of compliance inspections undertaken</p> <p>Inspect all complaints regarding damp and mould</p> <p>Number of formal actions taken</p> <p>Formal actions against high risk (Category 1).</p>	<p>Ensure all renters know their rights and can hold landlords to account.</p> <p>Selective Property licensing scheme with a requirement for any landlord letting a property in the east of the borough to a single household or two unrelated sharers to have a licence to legally operate.</p> <p>Continue or revise HMO licensing scheme.</p>	<p>Safer Communities</p> <p>Cllr Carlin</p>	
There will be a decrease in the number of families who need to live in temporary accommodation.	<p>Number of households living in temporary accommodation.</p> <p>Prevention and relief performance (h-clic returns)</p> <p>Partner agency performance on homelessness prevention</p>	<p>Monitoring of Homelessness Case Level Collection data (h-clic returns) which tracks local authority homelessness activity.</p> <p>Equip all council services to give information to people at risk of homelessness and link to specialist services</p> <p>Develop relationships and joint initiatives with homeless, health, criminal justice, advocacy and advice groups in the borough.</p> <p>Co-production of a Homelessness Strategy with residents and partners.</p>	<p>Assistant Director for Housing Demand</p> <p>Cllr Carlin</p>	April 2024
Further development of supply options to support the avoidance of temporary accommodation where possible	<p>No. of households supported into the private rented sector.</p> <p>No. of families living in B&amp;B</p>	<p>Working with Capital Letters and private sector landlords to secure sustainable lets in the private sector.</p> <p>Continued growth of the HCBS.</p> <p>Development of additional in-borough Lodge provision.</p>	<p>Assistant Director for Housing Demand</p> <p>Cllr Carlin</p>	April 2024

<p>but ensuring the quality of TA supply when needed.</p>	<p>No. of properties acquired and leased to the Haringey Community Benefit Society.</p> <p>No. of new TA units developed in our own ownership.</p>	<p>Conversion of Council owned assets into temporary and settled housing options.</p> <p>Develop and commission safe and affordable supply options and tackle problematic and unsafe exempt-accommodation and private hostels.</p>		
<p>There will be a co-ordinated and compassionate response single adults who are facing homelessness.</p>	<p>No. of homelessness preventions for single adults.</p> <p>No. of people who are leaving prison or hospital who are supported with a planned move.</p> <p>No. of single survivors of domestic abuse supported via homelessness interventions.</p> <p>No. of single adults accessing supported housing and other housing support interventions, including as an alternative to temporary accommodation.</p>	<p>Improved multi-agency input in personalised housing plans, to secure wraparound community and financial support &amp; maximise access to housing support.</p> <p>Strengthened prevention support for single adults, including maximising move-on options, access to rent deposit schemes and intervention in evictions.</p> <p>Ensure the new Homelessness Prevention Board has a focus on all forms of homelessness.</p> <p>Continue to commission and deliver a wide range of supporting housing and housing support for vulnerable at-risk groups, including young people, women, LGBTQ+ and adults with learning difficulties and mental health.</p> <p>Tenancy sustainment and move-on offer for people living in our hostel pathways.</p> <p>CAS3 Project – interim and settled accommodation pathway for prison leavers.</p>	<p>Assistant Director for Housing Demand / Assistant Director for Communities and Housing Support</p> <p>Cllr Carlin</p>	<p>April 2024</p> <p>HPB in place by Autumn 2023</p>

	A reduction in TA usage and length of stay for single households.	Advice and Support offer for single adults in TA		
There will be a decrease in rough sleeping in the borough	<p>No. of people rough sleeping (flow/stock/returners)</p> <p>No. of rough sleeping preventions</p> <p>No. of people rough sleeping following hospital discharge or prison release</p> <p>No. of unique visitors to Mulberry Junction (and demographics)</p> <p>No. &amp; time period of people supported into accommodation off the street</p>	<p>Bi-monthly street counts</p> <p>Mulberry Junction delivery</p> <p>Clarendon Hub service opening</p> <p>Supported housing pathway commissioning, contract management and direct delivery.</p> <p>New or reconfigured supported and specialist accommodation provision via relevant capital and revenue grants programmes</p> <p>Continued investment and improvement in Out Of Hospital Care service.</p> <p>Safeguarding and Homelessness multi-agency training and Community of Practice offer to embed learning from fatality reviews and safeguarding adult reviews.</p> <p>Continued development of our support and housing offer to people rough sleeping with immigration restrictions.</p>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Carlin</p>	<p>Rough Sleeping Strategy (Feb 2023)</p> <p>Out of Hospital Care Service (April 2023)</p> <p>Clarendon Hub (May 2023)</p>

## Theme 6: Safer borough

Our vision for Haringey is of '**a borough where all residents and visitors feel safe and are safe**'. To make this vision a reality, we will use the full range of levers available at our disposal to facilitate the underlying conditions for greater community safety. We know that not all residents feel equally safe, and indeed, that not all residents are equally safe, with differences by neighbourhood, ethnicity, socio-economic status, age and gender. We must therefore take a targeted approach to tackling insecurity and feelings of insecurity across the Borough, focussing our efforts on particularly vulnerable cohorts. Many of these actions will be guided by a new Community Safety Strategy ,and Hate Crime Strategy; as well a refreshed Young People at Risk Strategy.

There are a number of activities we will prioritise to recognise the role that strong communities play in community safety. We will use our levers in the planning system to ensure that our local spaces are designed in a way which strengthens social connections and encourages positive interactions. To ensure that this process is properly equitable and participatory, we will involve groups and demographics who are seldom heard in design and management of public spaces. Similarly, we will support the networks and groups which build and maintain social capital and connections across our neighbourhoods, including through facilitating activity in council-owned assets. For women and girls, who are particularly vulnerable to certain types of crimes, there are actions focussed on reducing risk and holding perpetrators to account. For our most vulnerable young people, at risk of becoming involved in Serious Youth Violence, we will continue to take a public health approach.

Where community safety relates to enforcement and the law, we know that for some of our communities there is significant work to be done to rebuild trust and confidence in both the council and Police. We know that among our Black residents, trust in both the council and the Police is significantly lower than for other ethnic groups. This area of the Corporate Delivery Plan contains actions intended to begin improving these relationships between the community and the Police.

Where residents don't feel like the council is doing all it can to keep them safe, we will make efforts to make our enforcement action more visible and responsive to public concerns.

### *Linked Policies and Strategies*

- [New Local Plan](#)
- [Health and Wellbeing Strategy](#)
- [Haringey 10-year VAWG strategy](#)
- [Young People at Risk Strategy](#)
- [Young People at Risk Action Plan](#)

<b>Theme</b>	<b>Safer Borough</b>
<b>CLT Lead</b>	<b>Barry Francis</b> - Director of Environment and Resident Experience
<b>High Level Outcome</b>	<b>A Safer Borough - A borough where all residents and visitors feel safe and are safe.</b>

<b>A Safer Borough</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer</b>	<b>Target Delivery Date</b>
New developments which encourage increased community connections, and positive social interactions	Healthier and safe developments	<p>Work with residents to use creative ways to design developments that promote healthier activities and deter antisocial behaviour. With a focus on our own developments including HRW, Ashley Road depot and Gourley Triangle.</p> <p>Updated adopted New Local Plan policy on design for healthier and safer developments.</p>	<p>Assistant Director for Planning, Building Standards and Sustainability / Assistant Director for Regeneration and Economic Development</p> <p>Cllr Carlin</p>	2024
Public confidence in the Police is improved, particularly for young black men	MOPAC Public Attitude Survey Residents' Survey Trust and Confidence survey with schools years 8-11	<p>Facilitate a borough-wide discussion between police and residents about Stop and Search, under MOPAC's current programme of work. Twin track approach:</p> <ol style="list-style-type: none"> <li>Partnership working with Police being led through Children's Services, with a focus on improving stop and search practice for young black men particularly, through adopting a contextual safeguarding approach.</li> </ol>	<p>Assistant Director for Stronger and Safer Communities</p> <p>Cllr Jogee</p>	October 2023



		<p>MOPAC leading on cross-London engagement with wider communities (i.e. not just young people) on stop and search and relationships with Police. This will involve a series of local consultation events, call for evidence and workshop events. Haringey to help facilitate but pending clarification of role.</p> <p>2. Continuing advocacy for reform of policing to rebuild trust between the police and Haringey residents.</p>		
Improved street lighting in the borough	<p>Percentage of highway lighting controlled by a central management system (CMS)</p> <p>Number of additional streetlights provided</p>	<p>Ongoing roll-out of LED lighting on estate roads.</p> <p>Completion of the roll-out of the CMS.</p> <p>Street lighting column replacement programme.</p> <p>Increasing street lighting provision to ensure greater consistency of lighting provision.</p> <p>Funding and programme identified in the annual Highways and Street Lighting Investment Plans and the 2022/23 and 2023/24 programmes delivered by April 2024.</p>	<p>Assistant Director for Direct Services</p> <p>Cllr Chandwani</p>	April 2024
Improved visibility, perception, transparency, understanding and confidence in enforcement services	<p>Programme wide:</p> <p>Number of concerns raised.</p> <p>Number of Enforcement Hubs.</p> <p>Number of people engaged.</p>	<p>Enforcement hub established on a rolling programme across the whole borough. Hub comprises council enforcement officers providing information and reporting channels, including partnership work and crime prevention information.</p> <p>Presence of the Hubs will be aligned with Weeks of Action, in order to maximise impact. Weeks of Action comprise the focussed presence of multiple enforcement related services (e.g. ASB,</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>Cllr Jogee</p>	<p>Two weeks of action held Q3 2022.</p> <p>Further events to March 2023</p>

		<p>Community GOLD, Environmental Health, Regulatory Services, Home Improvement Services etc)</p> <p>These will be delivered as part of a rolling programme across different neighbourhoods (East and West), bi-monthly. Weeks of Action are intended to deliver an integrated, targeted response to neighbourhoods identified as having particular issues.</p> <p>Intention is to deliver a quick response, increase engagement and use intelligence gathered to improve service delivery.</p>		
<p>Strategic approaches to both vulnerable young people and community safety more broadly are refreshed</p>	<p>For the development of the strategic work: New Community Safety Strategy, including Action Plan Refreshed Young People at Risk Strategy, including Action Plan For the content of the strategies: Pending adoption of the new strategies, existing metrics from the Action Plans will be used to track progress.</p>	<p>Refreshed Young People at Risk strategy to be developed to reflect changed context including responding to the impact of the pandemic on young people in the borough. Underlying 'public health' approach to tackling serious youth violence by targeting, where possible, the underlying factors that lead people to become perpetrators or victims of violence, will be retained. Refreshed Community Safety Strategy to be developed. Initial scoping work has defined the following themes as an organising framework: Violence and high harm crimes; Violence against women and girls; Exploitation (including child sexual exploitation, child criminal exploitation, County Lines, trafficking, extremism, and modern slavery), Public Trust and Confidence; Reducing victims of</p>	<p>Assistant Director for Early Help, Prevention and SEND / Assistant Director for Stronger and Safer Communities  Cllr Jogee</p>	<p>July 2023</p>

		crime and anti-social behaviour, Reducing Reoffending. Both strategies will be developed to ensure they are aligned and mutually reinforcing.		
Reduction in Violence against women and girls	Data gathered from awareness campaigns VAWG strategy updated Enforcement and VAWG services statistics	Run awareness campaigns aimed at identifying warning signs, increasing knowledge of what constitutes VAWG and holding perpetrators of VAWG to account. VAWG coordinator working with communications team to promote local and regional VAWG services and encourage victims to access support earlier.  Update to the VAWG strategy by December 23 include local requirements of domestic abuse act.	Director of Public Health  Cllr Das Neves	By end 2023
Vulnerable women and victims of VAWG have access to safe spaces	Increase in places where women feel safe. Planning for appropriate spaces/initiatives by April 2023 with VAWG team, parks and community safety.	Work with local businesses to establish safe havens for women that can easily be accessed at night in different geographic locations. Coordinate with VAWG lead(s)/strategy to take a joined-up approach. Data from the parks consultation is used to inform the areas where women feel most safe/are most at risk and look at potential solutions to this. New local spaces are designed with VAWG in mind.	Director of Public Health  Cllr Das Neves	Parks consultation to be undertaken by Feb 2023 Wider work - end 2023
Safer Public spaces for women	Increase in places where women feel safe. VAWG and hate crime enforcement statistics Hate Crime/VAWG strategy	Utilise public health levers; working with residents and local community groups. VAWG input into Hate crime strategy. Delivery of the VAWG strategy.	Director of Public Health  Cllr Das Neves	Ongoing

<p>Haringey is a place where hate crime is never tolerated but challenged, reported and dealt with appropriately.</p>	<p>Consultation with residents, stakeholders and businesses  Hate Crime strategy (in development)  Hate Crime Action Plan (in development aligned to strategy)  Hate Crime Delivery Group  Community Tensions strategic group  Rate of racist and religious hate crimes reported</p>	<p>Raising awareness of hate crime and incidents amongst local communities, partners, schools and Haringey staff - training, educational resources and engagement events.  Improve support for victims of hate crime &amp; incidents - person-centred and holistic.  Increase the reporting of hate crime by offering a range of outlets and third-party organisations which encourage reporting.  Monitoring of community tensions to seek to understand local and community dynamics and identify potential or actual tensions for mitigation.  Promote 'No Place for Hate' due diligence scheme for venue hire.  Building understanding of hate crime - work with the police to collect data to analyse hate crime patterns, hotspots, perpetrators, and victim vulnerability so that we can take action to prevent incidents and crime.  Establish a multi-agency panel to scrutinise hate crime cases where there have been negative outcomes.</p>	<p>Assistant Director for Stronger and Safer Communities   Cllr Jogee</p>	<p>September 2023</p>
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## Theme 7: Culturally rich borough

Our vision is for Haringey to be a place where arts, culture and heritage is celebrated, inspiring our residents and visitors and connecting them to our place and each other. Arts, culture and heritage will be woven through everything the council does through from place making, to how we invest in and maintain our cultural assets, to the way we work with our schools, businesses and communities.

We will prioritise this because of the role we know that arts, culture and heritage will play in helping us to build a vibrant and inclusive economy, welcoming and inclusive neighbourhoods and communities, and healthy and fulfilling lives for our residents.

Haringey has an enormous amount to build on, from historic buildings to cutting edge arts and culture; to being one of the UK's most ethnically diverse boroughs and with over 100 languages spoken – Haringey is brimming with its own unique arts and culture. We have a vast cultural offer, last year over seventy events from community festivals to art trails took place in our parks and open spaces; during the summer months over a million people visited our parks and open spaces; and our libraries are some of most visited in the UK.

We will work towards our vision by focusing on the achievement of two intermediate outcomes.

- **A distinct culture identity and offer:** Through celebrating and inspiring we will enhance Haringey's reputation and profile in London and beyond through its cultural organisations, venues, landscape, distinctive cultural identity and offer.
- **Increasing participation:** There will be an increase in resident, cultural sector and community collaboration and participation in arts & culture.

To achieve this vision, our starting point will be to develop an Arts and Culture strategy for the borough so that we have a clear articulation of what we want to achieve and how. We will not define what constitutes arts, culture and heritage: we will ask residents and visitors to help us do this. This strategy will be co-designed with our residents, communities, local artists, creatives and businesses, so that it truly reflects an inclusive view of arts, culture and heritage, and celebrates all of Haringey's diverse communities. It will build on previous conversations with residents which points to the importance of: creating spaces for all and increasing access to, and participation in, creativity, arts and culture; using art to promote community cohesion and wellbeing; connecting arts and culture to employment opportunities, especially for young people; and recognising the potential connections between art and environmental sustainability.

### *Linked Policies and Strategies*

- [Good Economy Recovery Plan](#)
- [Employment and skills Recovery Action Plan](#)
- Arts, Culture, Heritage and Place Strand of Addressing Racism and Racial Discrimination Partnership Plan (Still in Draft) `

<b>Theme</b>	<b>Culturally Rich Borough</b>
<b>CLT Lead</b>	<b>Jess Crowe - Director for Culture, Strategy and Engagement</b>
<b>High Level Outcome 1</b>	<b>Haringey will be a place where arts, culture and heritage is fostered, celebrated and valued, and is woven through everything the council does.</b>

<b>Arts, culture and heritage is fostered, celebrated and valued, and is woven through everything the council does.</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer/Cabinet Member</b>	<b>Target Delivery Date</b>
The council will have a more fully developed vision for the role of arts, culture and heritage in the borough which reflects what is important to Haringey's diverse communities, creates wider opportunities for residents and attracts the interest of visitors	Completion of a Culture Strategy	<p><b>Evidence based strategy is produced through a co-design process with residents, businesses and other stakeholders.</b></p> <p><b>Development of strategy will feature:</b></p> <ul style="list-style-type: none"> <li>– Data analysis, mapping, surveys and conversations to broaden our understanding of cultural participation and engagement in Haringey</li> <li>– Mapping to understand our creative and cultural sector</li> <li>– Work to better understand and develop approaches to eliminating the barriers and challenges faced by the sector</li> <li>– Increase opportunities for collaborative working through the development of framework and consultation plan</li> <li>– Identify examples of innovative approaches and best practise locally and beyond</li> </ul>	<p>Head of Libraries, Arts and Culture</p> <p>Cllr Davies</p>	September 2023

		<ul style="list-style-type: none"> <li>– Developing a definition of culture which truly reflects the activities our communities like to take part in</li> <li>– An outline of how we will support growth in creative industries</li> <li>– Our vision for how the creative sector supports regeneration, place making, public realm, jobs and skills, and quality of life</li> </ul>		
Celebrating and inspiring will enhance Haringey's cultural reputation and profile in London and beyond.	<p>Increased profile of cultural facilities and activities in collaboration with key partners and communities enhancing Haringey's cultural reputation, evidenced through the evaluation framework developed via the new Arts and Culture Strategy</p> <p>Audience Agency art, museum, heritage attendance data</p> <p>Number of annual and one-off cultural events in the borough</p>	<p><b>Work with the local creative sector, partners and strategic bodies to increase the profile of local venues:</b></p> <ul style="list-style-type: none"> <li>– Take a coordinated approach to national, London and local events working collaboratively to ensure that Haringey's venues, communities and history are contributing to events like National Windrush Day, Open House etc</li> <li>– Increase opportunities to showcase local creativity and heritage – music, art, creative writing etc. in council venues, libraries and through other programmes.</li> <li>– Develop and support a borough wide tourism offer- walking trails, places to visit, cultural heritage and identity, cultural venues, events and festivals, 'Days/nights out in Haringey'</li> <li>– Support and elevate existing cultural initiatives and borough wide festivals</li> <li>– Deliver new events like the Haringey feast and other creative projects and programmes</li> </ul>	<p>Head of Libraries, Arts and Culture</p> <p>Cllr Davies</p>	<p>Haringey Feast - Autumn 2023</p> <p>All other activities April 2024</p>

		<ul style="list-style-type: none"> <li>– Implement music strategy actions relating to culture</li> <li>– Increase our online profile by developing dedicated culture webpages populated with What's On; News; venue listings; spaces for hire; funding opportunities; signposting; newsletters; our history of innovation, creativity and activism; our local artists and creative organisations etc.</li> <li>– Promote the borough as a hub for creativity and innovation by capturing success in programming and artist-led activity and profiling on social media</li> <li>– Work with local creative networks such as Made by Tottenham to increase projects and programmes such as Shutter Gallery in town centres across the borough</li> <li>– Increase investment in the borough's key cultural venues by working collaboratively and strategically to secure external funding</li> <li>– Increased public knowledge of and access to local history and heritage by highlighting the rich cultural heritage and stories of innovation and creativity in our borough</li> <li>– Consult residents about local memorials to ensure our public realm provides an accurate representation of the borough's history</li> </ul>		
There will be an increase in resident, cultural sector and	A measurable increase in participation and collaboration in cultural	<b>Promote the importance of culture and heritage in delivering the council's wider priorities by: capturing the crosscutting outcomes of creative</b>	Head of Libraries, Arts and Culture	Work will commence April 2023



<p>community collaboration and participation in arts &amp; culture</p>	<p>activity in Haringey, evidenced through the evaluation framework developed via the new Arts and Culture Strategy Audience Agency cultural engagement data Residents studying art and design in any form</p>	<p><b>projects delivered in the borough; and increasing artist led initiatives to support borough wide priorities - Health, Wellbeing, Strong Communities and Participation</b></p> <ul style="list-style-type: none"> <li>– Work through local networks, partnerships and friends' groups to increase engagement so that local residents are meaningfully contributing to services and their offer</li> <li>– Support cultural activity that directly engages residents by increasing awareness of, and access to the local cultural offer, engagement work and volunteering opportunities.</li> <li>– Work with local cultural venues, Bruce Castle Museum and other partners to establish an Arts Freecycle scheme in libraries</li> <li>– Support community led cultural activity by widening the use of parks, libraries and other public spaces</li> <li>– Increase opportunities for young people to engage with and curate local arts and culture, ensuring youth voice is integral to cultural decision making, planning and programming</li> <li>– Develop and implement Arts, Culture, Heritage and Place strand of Addressing Racism and Racial Discrimination Partnership Programme Plan</li> </ul>	<p>Cllr Davies</p>	<p>Completed and reviewed by April 2024</p>
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## Theme 8: Placemaking and economy

Our vision for Haringey is a borough which is a fair, healthy, sustainable, and resilient place for all of our residents. To make this vision a reality, we will need to capitalise on Haringey's potential, deliver an inclusive economy that works for all; and an improved physical environment.

Our residents and businesses were among the hardest-hit in the country by the Covid-19 pandemic. Almost as soon as the pandemic lessened in importance in everyday life, we were then hit by a serious cost-of-living crisis, on top of the impact of Brexit on the UK's macroeconomic future. All this has taken place against the backdrop of deep-rooted structural inequalities, with too many not yet able to share in Haringey's prosperity.

Despite these challenges, Haringey has some unique strengths which represent an opportunity to shape the borough in a way which works for everyone. Haringey is well connected to Central London and the wider regional economy, has a thriving creative sector and is home to many small and micro businesses, freelancers, and self-starters. We have world-class leisure facilities and heritage to rival anywhere in the country, with a unique and rich mix of cultures and communities. Building on this base, we want to attract investment from businesses that share our values, and who understand that social value for our residents is a priority. We want residents to find Good Work - employment which offers a living wage and opportunities for progression. We will support those furthest from the labour market to achieve this, by designing our services around their requirements.

We want our businesses to respond to the need to transition to a low-carbon economy, in an equitable way, and will use all of the levers at our disposal to achieve this. We want our high streets, town centres and street markets to remain as the beating social and economic heart of our communities, which provide a wide mix of attractions, uses and activities, reflecting and providing for our communities. We will create and maintain a public realm that is well looked after, safe, clean, inclusive, accessible, and attractive.

How we work will be just as important as what we do. Where the council acts as the catalyst for wider change in an area, we will focus our efforts where the opportunity is greatest- in Wood Green, North Tottenham and South Tottenham. Our work will be guided by the people who live there, retaining a strong local influence over large scale, longer-term change, as well the everyday things which influence our quality of life so much, and ensuring that placemaking benefits existing communities. We will deliver fairer, healthier, sustainable, and resilient places that young and old feel proud of. The Local Plan will embed a new Placemaking Approach, with 6 key priorities for what makes a good place. The Haringey Deal provides the framework for how we will approach this. Shaping the future of the borough for the outcomes we want means continuing to work with funders, landowners, and developers to ensure that we are taking every opportunity we have to bring in funding and influence key stakeholders.

### *Linked strategies and action plans*

- [Good Economy Recovery Plan](#)
- [High Streets Recovery Action Plan](#)
- [Employment and skills Recovery Action Plan](#)
- [New Local Plan](#)

<b>Theme</b>	<b>Placemaking and Economy</b>
<b>CLT Lead</b>	<b>David Joyce</b> - Director of Placemaking and Housing
<b>High Level Outcome 1</b>	<b>Towards an Inclusive Economy</b> - Haringey has a thriving and fair economy from which everyone benefits, supported by a community wealth building approach
<b>High Level Outcome 2</b>	<b>High Streets, Town Centres &amp; Businesses</b> - Haringey's economy has resilient high streets & town centres at its heart, and businesses are supported to start and grow
<b>High Level Outcome 3</b>	<b>Employment &amp; Skills</b> - Haringey residents can easily access education and skills training. Support will be targeted at those furthest from the labour market, helping residents into growth sectors, with a focus on obtaining Good Work
<b>High Level Outcome 4</b>	<b>Leveraging Social Value</b> - The council maximises direct benefits to residents from its assets, investment, and changes in the built environment
<b>High Level Outcome 5</b>	<b>Placemaking</b> - Regeneration with social and economic renewal at its heart; focussed where need and/or opportunity is greatest, and which are shaped by and reflect the people that live there

<b>Towards an Inclusive Economy</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
The council adopts a strategic approach to delivering an Inclusive Economy	1x adopted Inclusive Economy Strategy 1x complementary cross-service delivery plan	Inclusive Economy Strategy Haringey Economic Evidence Base Haringey Workspace Study Investment Strategy Social Value statement Funding strategy Defined target groups for E&S activities	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Q2 23/24

<b>High Streets, Town Centres &amp; Businesses - High Streets &amp; Town Centres</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Improved accessibility of high streets and town centres	1 x completed review sqm. Public realm improved / # accessibility enhancements delivered Post-delivery accessibility review?	Complete disability access review, prioritising areas where issues have already been identified Public realm enhancements to address disability access Work with our Traders Groups and Town Centre Forums to shape our local areas More accessible spaces across town centres and high streets Disability access review	Assistant Director for Regeneration and Economic Development  Cllr Jogee	700sqm by Q3 23/24
Markets across the borough are supported to thrive, new entrepreneurial activity is supported alongside existing traders, small business creation and growth encouraged	[UKSPF metrics] # new market traders # existing market traders increase in market trading activity	Development and adoption of borough-wide markets strategy - working with existing traders and other stakeholders.  Delivery of capital investments through UKSPF. Further activity to be scoped through markets strategy	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Markets Strategy delivered by Q3 23/24
High streets and town centres are supported to continue to adapt	# shopfronts improved # businesses supported	High Street Shutter Gallery and Mural Projects (TC Arts Project) Shop Fronts/Public Realm Improvements Scheme	Assistant Director for Regeneration and Economic Development	Q4 23/24

to the post-Covid landscape, including changed consumer and visitor behaviour	# number of meanwhile uses	Meanwhile uses Delivery of High Streets Recovery Action Plan	Cllr Jogee	
Ongoing audit of vacant units across town centres and high streets	# of vacant units monitored	Development and implementation of the Corporate Property model to identify strategic council need Engagement with landlords and local communities, to inform property related need in local areas Letters sent to landlords of vacant units, asking about plans and offering support Use our own property portfolio, regeneration & planning powers to tackle the blight of empty shops	Assistant Director for Capital Projects and Property / Assistant Director for Regeneration and Economic Development / Assistant Director for Planning, Building Standards and Sustainability  Cllr Jogee	Q4 23/24
Residents and employees have access to services at different times to suit working patterns Hospitality and leisure offer with operating hours that support footfall in high streets and town centres	# businesses with extended operating hours # monitor of footfall	Engagement with business networks Engagement with resident panels Service impacts considered Supporting the night-time economy	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Approach to Night Time Economy confirmed – Q2 23/24

<b>High Streets, Town Centres &amp; Businesses - Business Support</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Existing businesses are supported to be resilient and adapt to a challenging and rapidly changing trading environment	SIP business support project outputs - 400 businesses supported so far	Support for businesses to reduce costs Advice on understanding the implications of Brexit for small businesses Support for businesses in the run up to Christmas, a key period for many businesses SIP Business Support programme	Assistant Director for Regeneration and Economic Development	SIP business support ends Q4 23/24
	450 businesses on the portal by 31/3/23 # businesses increasing online sales volume of trading increase	Delivery and maintenance of Haringey / town centres online portal for SME town centre-based sales Digital local shopping facility - Buy Haringey	Cllr Jogee	Q4 23/24
	# businesses given advice through Cost Savings programme £ identified savings £ realised savings # businesses moving to electric vehicle (for example)	Support for businesses to save energy costs and support the council's green strategy Helping Businesses Go Green project	Assistant Director for Regeneration and Economic Development	30 businesses supported ; 260 jobs created by Q4 23/24
	# businesses accessing cost saving support reduction in costs (compared to counterfactual as costs increasing)	Specialist advice to individual businesses on utility contracts identifying opportunities to secure better contracts Next phase Cost Savings programme for business, building on success of pilot programme	Cllr Jogee	

Increased new business creation activity and business growth, with a focus on minority-owned business	# businesses accessing support # new businesses created [UKSPF targets]	Specialist advice and mentoring, business networking, marketing and capacity building Start Ups and Entrepreneurial Support Programme - to include a Migrant and Refugee programme, creative sector freelancing and self-employment programme, social enterprise programme and business support SiLL legacy programme of support	Assistant Director for Regeneration and Economic Development  Cllr Jogee	140 businesses by Q4 23/24
	# businesses accessing support # new businesses created [UKSPF targets]	Specialist advice and mentoring for existing small businesses to manage the impact of the pandemic and inflationary pressures Business Growth Support programme - to identify businesses with high growth and job creation potential.	Assistant Director for Regeneration and Economic Development  Cllr Jogee	20 businesses supported by Q4 23/24
Creating more employment space, jobs and apprenticeship and buy locally in the supply chain	PVF - support 20 businesses and create 210 jobs and 60 apprenticeships and 18,000 sq ft new or improved workspace. OIF - initial targets met	Business Growth Loan Funds - OIF and PVF loans and businesses to help them grow and expand, in conjunction with the community wealth building agenda	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Q4 22/23

<b>High Streets, Town Centres &amp; Businesses - A Sectoral Approach</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Businesses in industrial estates are supported to stay, expand and create new jobs	# businesses joining FSB # businesses receiving tailored advice # manufacturing businesses offered PVF business growth loans	Establish an Industrial Estates Business Group to act as the business voice between estates. Support and advice tailored to industrial estate businesses. Business support through Federation of Small Businesses membership. Industrial Estates [Action Plan / Delivery Plan / Working group in place and being delivered]	Assistant Director for Regeneration and Economic Development  Cllr Jogee	80 businesses receiving support by Q4 23/24
Increase resilience and growth in creative industry businesses, freelancers, and workspaces Effective engagement through network	# businesses supported to access general / sectoral grants # businesses accessing business support # creative entrepreneurs and businesses receiving paid work through programmes 81 businesses are part of the Made by Tottenham	Skills and business support; communications and promotion; networking and events; direct commissions and paid opportunities for creatives; affordable workspace and meanwhile projects. Tottenham re-accredited as a Creative Enterprise Zone, 2022-24 Creative Sector Support as part of the Creative Enterprise Zone (CEZ) Programme and Made by Tottenham	Assistant Director for Regeneration and Economic Development  Cllr Jogee	CEZ and creative business support programme delivered by March 2024
Businesses supported to benefit from growth and increased trade from Green	# businesses engaged in supply chain activities and events # businesses accessing council contracts either	Supply chain promotion of Green Economy opportunities Working with Climate Change and Housing teams re Retrofit programme to maximise opportunities from council contracts, linking into the skills agenda to	Assistant Director for Regeneration and Economic Development / Assistant Director for Planning,	Action Plan agreed Q2 2023/24



Economy activity, including retrofit, as part of the Just Transition	directly or as sub-contractors	ensure businesses and residents have the right skills and knowledge to access opportunities	Building Standards and Sustainability  Cllr Jogee	
Improved digital connectivity of corporate estate (residential, corporate and commercial)	Social value of £8m value delivered through programme including apprentices and digital training over the three-year programme	Improved highspeed internet connectivity in Haringey through connecting council social housing stock and buildings with full fibre high-speed broadband	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Works to commence Q3 23/24
Improved high-speed broadband connectivity in the Northumberland Pk area.	Phase 1: 4 buildings connected. Phase 2: survey of all community and council building in the area	Improving highspeed internet connectivity in Northumberland Pk. Outputs will include broadband upgrades to council building, CCTV improvements and Wi-Fi. Secured gov funding and developed the project working with Digital Services	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Q4 23/24
The council adopts a strategic approach to securing and retaining investment within the Borough	1 x adopted IIS 1 x complementary cross-service delivery plan	Proposals for developing an Investment Strategy presented to Nov 22 GEDB. Works to be commissioned. Brochures for promoting the borough to be commissioned Production of the Inward Investment Strategy	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Q4 22/23

<b>High Streets, Town Centres &amp; Businesses – Workspaces</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
New workspaces are created in the borough, meeting the need for local, affordable places to work, increasing the local employment base and driving spend	# of sites # jobs sqm floorspace # businesses supported	Establishment of formalised working group and resource for workspace policy and coordination - by Jan 2023 Delivery of workspace sites - 551B, STEA sites, Enterprise Hub etc. Increase the number of affordable workspaces for all sectors	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Working group established and begins work in Q3 22/23
Improving safety in town centres and for business		Tackling Business Crime and Anti-social behaviour Tottenham BCRP review to expand scheme following end of pilot	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Q4 22/24

<b>Employment &amp; Skills – Targeted Approach</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Haringey residents are supported to develop new learning and skills to support their basic skills, employability, recovery, digital confidence and community goals.	No of people accessing training No of people gaining qualifications/successful completions No of people gaining positive outcomes Retention and attendance on programme New programmes targeting key groups	Haringey Learns - The provision of community and qualifications-based training at main site, as well as other outreach sites. And through remote/blended /hybrid approaches.	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Ongoing
Those furthest from the labour market - long term unemployed and those people who are economically inactive - are assisted to access Good work through linking to training and job opportunities with a focus on growth employment sectors. Priority groups and employment sectors will be informed by national and sub regional		Delivery of a joined-up local employment & skills offer, in a new fit-for-purpose space in Wood Green Library, acting as a hub with delivery in community locations alongside other frontline services across the borough (the Hub and Spoke model)  Employment Advisor support, including Information, Advice and Guidance (IAG) on careers, CVs and interview preparation; access to vacancies in Haringey and surrounding area; training, internships, apprenticeships, referrals to employability services and support when entering work. Develop work placement programme and	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Targets delivered on an annualised basis; subject to review through IES by Q3 23/24

research and what local data is telling us and include:		supported work placement programme for Haringey Works clients		
...People with Special Education Needs and Disabilities	yearly target - 70 residents start 31 gaining jobs 11 sustainable outcomes			
...Care leavers	yearly target - 50 residents start 27 gaining jobs 10 sustainable outcomes			
...young people aged 18 and over	120 referrals in 9 months By September 2022 - 24 young people have successfully gained job outcomes			
...women experiencing domestic abuse	367 enrolments 62 into training 50 into employment			
...those with Health barriers	Improved job prospects for residents with health issues	The Work and Health Programme, comprising support for residents who are suffering from health issues, to identify and support them into training and job opportunities	Assistant Director for Regeneration and Economic Development  Cllr Jogee	WHP programme now extended to Q4 23/24
...Young People	Reduction in antisocial behaviours Positive outcomes for young people	Provide Rising Green youth hub with specialist youth employment service linked to council's early help offer for young people	Assistant Director for Regeneration	Ongoing; Youth Hub already launched

	Young people engaged in training opportunities	Supporting young people to develop skills and support and encourage them into employment and training opportunities Project 2020 ongoing delivery Music project delivered through community music	and Economic Development  Cllr Jogee	
Residents will be supported into apprenticeship opportunities directly within the council	ILM project targets - 10 residents supported into sustainable work, 10 residents taking up work trials 10 residents supported into permanent jobs after placement	ILM - Intermediate Labour Market project - Create work placements in Haringey Council to support those furthest from the labour market to access skills and learning.	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Q3 23/24
Residents will be supported into apprenticeships and training opportunities created through partnerships	# residents benefitting from apprenticeship levy # businesses in Haringey accessing levy funds Haringey Works apprenticeship advisor supporting residents to access local apprenticeship opportunities	Haringey Council Apprenticeship Programme developed by HR. Haringey Works temp recruitment service partnership with London Progression Collaboration S106 E&S apprenticeship obligation secured through planning consent Work with London Progression Collaboration and ED to support local businesses to take on apprenticeships.	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Ongoing; subject to review through IES by Q3 23/24
We will support more residents to access temporary employment opportunities within Haringey Council	x no of residents supported into local temp opportunities in the council	Temp Employment Service working closely with recruitment managers to provide pathway into Good Work for residents	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Ongoing; subject to review through IES by Q3 23/24

<b>Employment &amp; Skills</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Residents will be better supported to access training and jobs in growth employment sectors with an initial focus on Health, Construction, Creative Industries, Green and Tech/Digital	No of residents supported into s106 and social value employment obligations, No of businesses/self-employment upskilled through mayoral academy provision. No of new programmes in Creative Industries/STEM. Number of Local sector pathways in health/care.	Haringey Learns programme, Multiply (STEM) 22-25, Haringey Trains development project Employment brokerage activity that engages with employers and works to identify and address barriers to entry for residents Haringey Learns curriculum that supports residents with skills for Creative industries /Health Social Care and self-employed sectors	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Targets delivered on an annualised basis; subject to review through IES by Q3 23/24
We will maximise opportunities for residents through a just transition to a net zero economy are maximised	Partnership with CONEL Joint work on Mayoral Academy(ies)	Partnership work with Conel and North Central London on Mayoral Academies on creative sector, health and social care, green skills and digital, influencing curriculum maximising pathways for residents into provision Conel to deliver training to local businesses to access supply chain opportunities from council's retrofit agenda	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Targets delivered on an annualised basis; subject to review through IES by Q3 23/24
Support to provide higher level skills training and upskilling in key sectors	no of residents supported into employment	Training provided to NVQ level 3 for both unemployed and employed Haringey Residents	Assistant Director for Regeneration	Ongoing; subject to review

	no of residents supported with unit of level 3 in key sectors		and Economic Development Cllr Jogee	through IES by Q3 23/24
Maximising opportunities for Good Work in the borough; working with unions and businesses to ensure that the employment practices outlined by the Trades Union Congress is followed by all Haringey businesses	% residents in Good Work / reduction in proportion of residents in low paid jobs at / below LLW	Targeted work with local businesses, anchor employers and other institutions to encourage Good Work, through delivering a Good Business Charter Sub-regional work through CLF, and London-level work relating to Anchor Institutions Charter	Assistant Director for Regeneration and Economic Development Cllr Jogee	Ongoing; targets and delivery subject to review through IES by Q3 23/24
A joined-up, collaborative approach to employment & skills provision in the borough	metrics on resident/user engagements through system/ Cross referrals	Work with JCP, WHP, E&S providers, etc. to implement No Wrong Door approach in Haringey	Assistant Director for Regeneration and Economic Development	Ongoing; milestone to be determined through directly commissioned E&S UKSPF activity

<b>Leveraging Social Value</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
Construction and end use, training, employment and supply chain and social opportunities in construction and housing delivery sites across the borough are maximised	# of new jobs Good Work data S106 commitments from developers and external partners Social Value commitments from Direct Delivery programme	Employment & Skills programme BWF Social Value Delivery Programme HRW Socio Economic Delivery Continue to monitor and enforce S106 agreements and support responsible parties to deliver	Assistant Director for Regeneration and Economic Development  Cllr Jogee	Ongoing as per S106 agreement s; subject to review through IES by Q3 23/24
Major Estate Regeneration programmes (Broadwater Farm; High Road West) deliver broader socio-economic benefits at scale	# of new jobs -> becomes capacity building and enabling Good Work data S106 commitments from developers and external partners S106 commitments from Direct Delivery programme	Socioeconomic Regen activities	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Ongoing
Maximum social value is extracted from council procurement activity, driving local jobs, skills & training, local supply chains, community benefit and environmental benefits	# jobs created directly # jobs created in supply chain # jobs for Haringey residents # apprenticeships % increase in local spend [env. Benefits]	Social Value Portal	Assistant Director for Regeneration and Economic Development / Head of Strategic Procurement  Cllr Williams	Social Value Portal launched - Q2 23/24



<p>Our property portfolio is used to generate maximum social value for communities</p>	<p># social value leases in place [benefits derived from social value leases]</p>	<p>Corporate property model implemented to inform council strategic need across its property portfolio Engagement with local communities, as part of VCS workstream, to inform need and demand Enable social value leases to be utilised by the council, within its property portfolio, where these can be shown to generate social value for local communities Site-specific work to put in place social value leases</p>	<p>Assistant Director for Regeneration and Economic Development / Assistant Director for Capital Projects and Property  Cllr Williams</p>	<p>Approach agreed through Social Value statement in IES – Q3 23/24</p>
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<b>Placemaking</b>				
<b>Intermediate Outcome</b>	<b>Metrics/Measurables</b>	<b>Activity (How) and Output (What)</b>	<b>Lead Officer / Cabinet Member</b>	<b>Target Delivery Date</b>
A new vision for Station Road as a key site in Wood Green town centre	1 Enterprise Hub; 1 Delivery Plan; inward investment and partnership strategy.	Station Road masterplan Development of a delivery plan by LBH and consultants - to look at the future of the council's Library and Station Road sites, following Council Accommodation Strategy recommendations. Alongside ambitions for a modernised public services offer and potential for a leisure centre, and the securing of an East-West link that could be part of a broader destination placemaking piece	Assistant Director for Regeneration and Economic Development  Cllr Gordon	March 2023
A revitalised Cultural Quarter, with a cultural anchor and protected affordable workspace	A plan for the CQ; Cultural anchor feasibility study; inward investment and partnership strategy.	Wood Green Voices actions and outcomes developed with stakeholders; community and social infrastructure, improved urban environment and range of new homes including council homes across the area	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Wood Green Voices report by Q4 22/23
Greater community input into shaping the future of Wood Green	Programme of strategic engagement	Targeted, strategic engagement exercise Analysis of results Wood Green Voices Action Plan Confirmed governance for cross-borough delivery	Assistant Director for Regeneration and Economic Development  Cllr Gordon	December 2022
New employment and workspace provision in the	10 new jobs being created, and existing jobs being safeguarded,	Appointment of a workspace operator to operate a newly refurbished, social value driven, co-working space (Enterprise Hub);	Assistant Director for Regeneration	Q2 23/24

Town Centre, with focus on social value Improved public realm in Wood Green	1 business receiving support, 2700 sqm of public realm being created or improved	Involve key stakeholders of the project in co-designing activities, Public realm improvement Improved air quality around three schools (School Streets)	and Economic Development  Cllr Gordon	
Improved public realm in Wood Green	1 business receiving support	Construction of a parklet in Noel Park ward, Construction of a new café at the Duckett's Common park, Public realm and landscape improvement of Wood Green Common/Caxton Gardens and Mayes Road, including cycling infrastructure; end of 2023 Penstock Tunnel renovation, improving the links between Wood Green and Alexandra Palace. Delivery of an artwork at the Mall carpark ramp	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Parklet in Noel Park and Mall artwork completed Q4 23/24
Greater community input into shaping the future of Wood Green Growth of a local social enterprise	2700 sq mts of public realm being created or improved	Eat Wood Green project - A community garden on the rooftop of Bury Road carpark, with a social business as operator and community members involved.	Assistant Director for Regeneration and Economic Development  Cllr Gordon	December 2023
Improved public realm around Turnpike Lane	# Sqms of public realm improved	Define an improvement plan through consultation with TPL residents, business owners and other stakeholders. Deliver on the plan	Assistant Director for Regeneration and Economic Development	Q4 23/24

			Cllr Gordon	
Development of a Cultural Quarter Delivery Plan	1 Delivery Plan	Development of a delivery plan by LBH and consultants.	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Q4 22/23
New homes, new social infrastructure, improved public realm and new park, improved economic outcomes for Tottenham residents	2600 new homes; 500 council homes; a new library and Learning Centre; refurbished Grange, a new 3500sqm civic square; xx of commercial space; a new 5600 sqm public park; a new local centre, £10m socio-economic programme	High Road West - Delivery of the Scheme through close working with the council's development partner Lendlease and through working with the community to ensure that the scheme continues to meet the needs of the local community.	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Q4 23/24 start of site of 60 new council homes and planning approval of at least another 40
A new strategic plan for the future of Northumberland Park, developed with community input	1 plan for change	A Homes and Spaces Plan, which will act as a guide for future change across the Northumberland Park area. The Plan will set out where new council homes can be built and where physical improvements can be made to enhance the quality of life for residents living in the area. Development of the plan through close working with the appointed architects and locals residents/community. Co-design	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Q4 23/24

		process with the Community Voices Group and then engagement and consultation with residents across the area. Alignment with the wider Northumberland Park Community Placemaking Plan.		
New sporting and leisure facilities, a new community building and new housing, including council owned social housing.	1 delivery plan; 3G football pitch; new leisure centre; new community park; new community centre; c.200 new homes	Selby Urban Village Project - A new urban village providing homes and high-quality community and leisure/sporting facilities. Development of detailed designs through close partnership working with the Selby Trust and the local community. Close working with the Greater London Authority, Sporting Bodies and funders to secure funding for the scheme.	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Undertake a review of the project by Q1 23/24
Improved public realm around Northumberland Park Station	xxx sqm of public realm enhancement; safer public crossing outside of Station entrance; delivery of seating	Improved public realm around Northumberland Park Station. Improved wayfinding to the Lee Valley and improved accessibility. Improved environment outside of local businesses to encourage footfall. Development of detailed designs through engagement with locals residents, businesses and stakeholders. Working in partnership with Highways to deliver the project.	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Q3 23/24
New homes, refurbished homes, public realm improvements, improved socio-economic outcomes for residents and core service improvement	294 new homes by 2027, 800 refurbished homes by 2029, public realm improvements by 2029	Broadwater Farm improvement programme - 294 new homes, public realm improvements, refurbished homes, improved service delivery, embedded co production approach, 250 homes demolished	Assistant Director for Regeneration and Economic Development	First new homes onsite early 2023

		Development and delivery of construction works in partnership with residents and stakeholders. All contracts council led with no JV/developer agreements. Overall budget of c.230m set aside in HRA.	Cllr Gordon	
New, high-quality public and open spaces to promote community cohesion and healthier lifestyles	Public Realm improvements - xxx sqm Planning approval for Bull Lane improvements	HRW - public square, park and public realm works Selby - transformation of the Bull Lane Playing fields HRW hybrid planning application has been approved - spaces to be developed in phased approach as part of the scheme. Selby Urban Village proposals to be submitted for planning.	Assistant Director for Regeneration and Economic Development  Cllr Gordon	Ongoing
Investment in new infrastructure to support Tottenham residents to lead better and healthier lifestyles with improved green and open spaces and access to Lea Valley and Nature Reserve. Better quality of roads to reduce traffic problems and enable better pedestrian and cycling access. Accessible parks, wetlands, leisure spaces and public realm	5000 new homes, 4000 new jobs in Tottenham Hale. Investment to support key response to Climate Emergency including the District Energy Network infrastructure	Work with partners, including Strategic Development Partnership and other landowners to deliver comprehensive change Tottenham Hale District Centre Framework; Streets & Spaces Strategy Green & Open Spaces Strategy = delivered	Assistant Director for Regeneration and Economic Development  Cllr Gordon	All sites in delivery by Q4 23/24; sites completed by March 2025

<p>Renewal of Bruce Grove Town Centre - where the growing number of local small and independent businesses, as well as large operators, have spaces to flourish; the diverse local community feel comfortable to shop, proud to work, keen to socialise, and take pride in welcoming visitors.</p>	<p>600 m2 improved public realm along Bruce Grove with accessible back streets / easy access to the high road and improved connections to the Lea Valley  80 new homes  New workspace to support entrepreneurs  New social value lease at Bruce Grove Public Conveniences  Number of heritage shopfronts and forecourts improved  Extension of Holcombe Market  Heritage at risk properties addressed working with landowners and businesses  New School Streets Delivered  New lighting and CCTV  Work with NR and TfL to improve Bruce Grove Station</p>	<p>New investment in Tottenham Green and Holcombe Market  Develop an identity that signals Bruce Grove as Tottenham's retail centre  Invest in and use landmark buildings to celebrate the history of the area, including signposting assets beyond the town centre, such as Bruce Castle and the Park  Improve the quality and image of high street frontages and activities as well as rear and yard spaces around Holcombe Market and at the back of the High Road  Embrace opportunities for makers and new commercial activities in the town centre  Improve east-west links through the area and to destinations such as the stadium  Cultivate a friendly and lively atmosphere including creating enhanced green and public open spaces.  Delivering housing as part of a suitable mixed-use neighbourhood  Use land acquisition to support council priorities</p>	<p>Assistant Director for Regeneration and Economic Development   Cllr Gordon</p>	<p>Surveys complete d RIBA Stage 3 by Q4 23/24</p>
<p>Public involvement in planning, design and management of their local</p>	<p>Placemaking Strategy for South Tottenham, Bruce</p>	<p>Placemaking Approach agreed and delivered, embedded in the Local Plan  Social Value Evaluation</p>	<p>Assistant Director for Regeneration</p>	<p>Approach agreed – Q4 22/23.</p>

<p>spaces/places across South Tottenham. Creation of places that promote people's health, happiness, and well-being and increased social value from investment in Bruce Grove, Seven Sisters and Tottenham Hale.</p>	<p>Grove, Seven Sisters and Tottenham Hale Social Value Baseline Down Lane Park Consultation led by DLP Community Design Group</p>		<p>and Economic Development  Cllr Gordon</p>	<p>Strategy completed - Q4 23/24</p>
<p>The Seven Sisters area, including West Green Road and Broad Lane and Tottenham Green, will be identifiable as an exciting and new destination and the gateway to Tottenham; focussing on building on its healthy international food offer inspired by West Green Road and the Seven Sisters Market; its cultural offer inspired by Bernie Grants Arts Centre, Marcus Garvey Library and Creative Community and a high-quality, safe and welcoming atmosphere for residents and visitors alike</p>	<p>500 m2 improved public realm and green spaces including new school street 350 new homes 5,465 sqm commercial space including 15% affordable workspace at Gourley triangle to support existing creative sector New and Improved Market Offer at Tottenham Green with additional open days and performance space in the culture quarter New council led scheme at Wards Corner Creative workspace led scheme at Gourley Triangle New lighting and CCTV</p>	<p>Work with residents and business to: Give the wider Seven Sisters area a sense of place as a connected town centre, facilitated by a safer and more accessible junction; promote a sense of arrival in Seven Sisters reflecting the town's status as the 'gateway' into Tottenham. Provide safer, cleaner and more attractive streets and public spaces, including prioritisation of maintenance. Protect existing and grow new businesses to enhance its diverse range of uses, including a welcoming retail offer that reflects its diverse catchment, as well as attracting visitors. Cultivate a healthy, independent, international food identity for West Green Road and Seven Sisters Market which is supported into its new location.</p>	<p>Assistant Director for Regeneration and Economic Development  Cllr Gordon</p>	<p>Q4 23/24</p>

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