

Report for: Cabinet 6th March 2018

Title: **Update report on delivery of the Corporate Plan 2015-18**

Report authorised by : Zina Etheridge, Chief Executive

Lead Officer: Erica Ballmann, Assistant Director Strategy & Communications

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** **Non Key**

1. Describe the issue under consideration

- 1.1 In February 2015, full Council approved Haringey's Corporate Plan 2015-18 "Building A Stronger Haringey Together" which set out the organisation's 5 key priority outcomes for the borough.
- 1.2 The launch of this strategy followed consultation with residents and stakeholders in which more than 1,000 people shared their views.
- 1.3 As we are approaching the end of the life-span of this strategy and reaching the last months of the current electoral term, it is right to report back to Cabinet on progress and delivery against those objectives set out in 2015.

2. Leader of the Council Introduction

- 2.1 The vision we set out in 2015 was to make Haringey an even better place to live; and our approach to encourage investment in our neighbourhoods and create more opportunities for all to share in.
- 2.2 Set out alongside the 2015-18 medium term financial strategy, we were determined that whilst the savings we outlined then made the context very challenging, we would not be in the business of managing decline. As we now approach the end of the current electoral cycle and the local elections in May, it is important to reflect on the significant amount of progress that has been achieved in the three years since we launched the plan.
- 2.3 Working with, central and regional government; neighbouring boroughs; our health and police partners and our voluntary and community sector partners - in particular the Bridge Renewal Trust – we have delivered against all five priority outcomes.
- 2.4 There has been investment in health services; improvements in our protection and support for vulnerable adults and children; and we have attracted a range of new organisations into borough including Ada, the national code college and the London Academy of Excellence.
- 2.5 There has been over £1 billion worth of inward investment into the borough which has transformed our ability to deliver affordable housing and attract new businesses to improve the local economy and provide new job opportunities. We have built new and better new homes, including over 1,500 affordable; created 1,250 new job opportunities and exceeded targets set for attracting new businesses into the borough.

2.6 Working with students, teachers and partners, our schools have made fantastic progress to the extent that almost all of our schools are now rated 'good' or 'outstanding' by Ofsted. It is clear that everyone in our borough – schools, the voluntary sector, police, health partners, businesses and residents – has pulled together over the past three years to help make Haringey the place that it is today. I am immensely proud to have led the borough through this period of transformation with my Cabinet colleagues. This report and the appendices attached set out in detail just how has been achieved together.

3. Recommendations

3.1 That Cabinet note the key achievements made in the period covered by Haringey Council's Corporate Plan 2015-18.

4. Background information

4.1 The council has made great strides in ensuring that all of Haringey's children have the best possible start in life, not only compared to other children in London, but also to their peers nationally. We committed to supporting all Haringey schools to earn 'good' or 'outstanding' Ofsted ratings, and 99% of the borough's nursery, primary, secondary and special schools have met that standard. Haringey's children are also achieving at a higher level than most across the UK; in 2017, 99% of provisional A-levels or equivalent achieved grades A* - C and 37% were A* or A, well ahead of the 26% national average.

4.2 Our support for young people does not stop in school – we work with our partners to offer high quality training and employment opportunities for young people. During the past two years, Haringey has run Careers Fairs, engaging with more than 1,000 local young people annually and ensuring they have access to the best advice about their future options and prospects.

4.3 We have also been working hard to improve the health and welfare of children in the borough, and the majority of Haringey's schools now have Healthy School status. We want all children and young people to be safeguarded from abuse. Outcomes for Haringey's most vulnerable children are improving; in 2016 our attainment scores for 'looked after' children were the highest for any borough in the UK.

4.4 We set ourselves challenging targets to ensure that all adults and older people in Haringey can live healthy and fulfilling lives. We recognised that loneliness is an increasingly serious social issue, which is why we have taken steps to tackle it in the borough, successfully reducing the number of people in Haringey considered to be in 'social isolation'.

4.5 Adult social care is a nationwide problem, with reductions in central government funding creating challenges for all local authorities. Despite an ageing population, spending on adult social services has fallen by 13.5% per adult in England since 2010. Against this backdrop, Haringey has continued to prioritise protection of vulnerable adults and close to 90% of adults safeguarded from abuse in the borough reported that the council's services made them feel 'safe and secure' – significantly higher than the 81% London average.

- 4.6 We want to raise this figure even further through working hard to improve the quality of the borough's care homes and establishing Haringey as an innovator in adult social care standards. Haringey will be expanding its supply of supported living units and working with providers to develop more cost-effective models for supporting people within their communities, including using Positive Behaviour Support, to enable people to enjoy greater independence.
- 4.7 The safety and wellbeing of Haringey residents is of utmost importance. Through effective partnerships with community groups and close working with the police, fear of crime is over 30% lower amongst residents.
- 4.8 We have made equal efforts to improve safety on the roads and make Haringey one of the most cycling and pedestrian friendly boroughs in London. We have promoted cycling and walking by implementing a borough-wide 20 mph limit, increasing dedicated cycle lanes, and encouraging sustainable modes of transport through a smarter travel campaign including the formation of special travel plans for 65 local schools. This proactive approach has helped achieve a 73% reduction in the number of fatalities and serious injuries on Haringey roads.
- 4.9 We want all residents to be able to enjoy and appreciate their local environment, which is why we have introduced ambitious programmes to significantly reduce carbon dioxide emissions, as well as decreasing litter levels by 10% through a targeted street sweeping programme, resulting in cleaner air and cleaner streets for all. We have also increased the number of Green Flag Parks in the borough to 25 – the fourth highest in London.
- 4.10 Haringey is open for business. We have promoted the borough to attract investment and support businesses in locating, growing and creating jobs in Haringey. The council has achieved exceptional growth in outside investment in the borough, with more money secured for health, education, transport and environmental programmes. Haringey commerce is also thriving, with more businesses in the borough than ever before, 12,600 active businesses registered as of 2017. This has created more local jobs for local people, with the number of new employment opportunities increasing and exceeding targets. We have directly supported more than 900 local people into jobs and apprenticeships.
- 4.11 We want all local people to have opportunities to train and work in technology and creative industries that will shape our future economy. That's why we're proud to have achieved a nationwide first in Haringey through the launch of the UK's first Fashion Technology Academy (FTA) in Harringay. The Academy gives more than 200 people a year a unique opportunity to work in paid fashion apprenticeships and gain highly sought-after professional qualifications in the industry. By 2019, the FTA will be able to train to more than 1,000 people annually.
- 4.12 Ensuring that all people in Haringey have a place to live in that suits their needs is one of our core responsibilities. In 2017 in Bounds Green we delivered the first new council homes in Haringey for over 30 years.
- 4.13 We know significant challenges remain, including finding solutions for the approximately 9,000 people on the temporary accommodation list. The council will be proactively working with partners to reduce that number; we've already managed to attract £500m public sector and £3billion private sector investment to build new homes.
- 4.14 A £1bn High Road West development in Tottenham has been confirmed and will have a positive and transformative effect on the area. The scheme will deliver 1,400 new

homes, a new library and learning centre, a new public square, community park and all-new restaurants, retail and business spaces.

- 4.15 We are also seeking to improve the quality of the borough's privately-rented accommodation through measures such as increasing the number of households in safer licensed conditions and introducing a Landlord List for tenants to perform background checks and prevent themselves falling victim to rogue landlords.
- 4.16 Haringey is also protecting its heritage, having guaranteed the future of the historic Grade II* listed Hornsey Town Hall through a multi-million pound refurbishment project to restore the Hall's former majesty. We have also attained close to £20 million in finance from the Heritage Lottery Fund to deliver ambitious improvements and restorations to Alexandra Palace, one of the borough's foremost and famous landmarks.

5. Contribution to strategic outcomes

This report contains a summary of the strategic outcomes set out in the Corporate Plan 2015-18. A more detailed breakdown is listed in Appendix A.

This detailed summary also includes an update of the 'performance wheels' which set out our progress against the ambitious targets set out in 2015 notwithstanding the challenging context that local government and the public sector have been operating in within recent years.

Our ambition for the borough and the challenging context in which we are operating inevitably creates a tension in our ability to achieve all our original targets. Some are longer term ambitions that will no doubt be a constant in future strategies, such as the delivery of affordable homes. Others, such as improving universal services are more difficult to achieve with less available funding.

6. Statutory Officers comments

6.1 Comments of the Chief Financial Officer and financial implications

- 6.1.2 The robustness of the Council's financial plans is critical to the delivery of strategic outcomes set out in the Corporate Plan. Therefore, it is imperative that finance and service colleagues continue to work in a collaborative manner that ensures that budget proposals, having been sufficiently risk assessed, are realistic and achievable.
- 6.1.3 Over the past three years, the Council's financial plans have been adapted to support the delivery of priorities set out in the 2015-18 Corporate Plan. Implementation of agreed budget proposals have led to significant efficiency gains across the Council, which have helped close a recurring budget shortfall that was estimated at approximately £25m (£70m cumulative over 3 years) in 2015.
- 6.1.4 As well as delivering efficiency gains, a number of critical council services, (Adults and Children's Social Care, Temporary Accommodation), that have yielded positive outcomes in the past three years, have benefited from significant investments. This has been achieved against a backdrop of a period of severe central government funding reduction. Despite, these funding cuts, the Council has been able to invest in these services by rebalancing the deployment of financial resources between front and back office functions, so that front facing services now account for an even bigger share of the Council's overall budget.

6.1.5 The 2018/19 budget and (2018/19 – 2022/23) MTFS set out the Council's financial plans for the next five years. It details areas where the Council will look to make further efficiency gains and also areas where it will be investing (including capital investments). As the Corporate plan is refreshed, the Council will work to update financial assumptions in the MTFS to reflect latest plans and priorities of the Council.

6.2 **Comments from the Assistant Director for Corporate Governance and Legal**

6.2.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report. There are no legal implications arising from this report.

6.3 **Equality**

6.3.1 The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation;
- Advancing equality of opportunity;
- Fostering good relations;
- In addition, the Council complies with the Marriage (same sex couples) Act 2013.

6.3.2 The Act covers nine protected characteristics, which are:

- Age
- Disability
- Gender and gender reassignment
- Pregnancy and maternity status
- Marriage and civil partnership
- Ethnicity
- Religion or belief
- Sexual orientation

6.3.3 The Public Sector Equality Duty came into force on 5 April 2011. The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities – in shaping and delivering services.

6.3.4 Every person can identify with a combination of these characteristics; we all have an age, a disability status, a gender, our own beliefs and a sexual orientation. The purpose of the equalities monitoring process is to identify where proposals disproportionately impact on those characteristics and to mitigate the impact, ensuring that the Council eliminates discrimination, harassment and victimisation; advances equality of opportunity; fosters good relations.

6.3.5 Haringey Council believes the Equality Impact Assessment process is an important way of informing our decision making process.

6.3.6 The Corporate Plan 2015-18 set out how we planned to support Haringey's residents to build a stronger future through five priorities:

- Outstanding for all: Enabled every child and young person to have the best start in life, with high quality education;
- Empower all adults to live healthy, long and fulfilling lives;
- A clean and safe borough where people are proud to live, with stronger partnerships and communities;

- Drive growth and employment from which everyone can benefit;
- Create homes and communities where people choose to live and are able to thrive.

6.3.7 These are underpinned by six cross-cutting principles:

- Prevention and early intervention – preventing poor outcomes for children, young people and adults and intervening early when help and support is needed;
- Tackling inequality – tackling the barriers facing the most disadvantaged where people are able to help themselves and support each other;
- Value for money – achieving the best outcome from the investment made;
- Customer focus – placing our customers’ needs at the centre of what we do;
- Working in partnership – delivering with and through others.

6.3.8 The Corporate Plan priorities and cross-cutting themes provide the framework for the Council’s implementation of the Equality Act. Specifically, the Council’s commitment to reduce inequality is reflected in the delivery and performance of the Corporate Plan. During the period of the Corporate Plan, policy decisions that have had major impacts on staff or residents have been subject to thorough assessments, ensuring that the Council’s commitments to the Equality Act are embedded in the decision making process.