

Report for: Cabinet, 17 January 2023

Title: Corporate Delivery Plan 2022-2024

Report

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Ward(s) affected: All

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. This report introduces Haringey Council's Corporate Delivery Plan for 2022-24. The aim of this plan is to set out what the council will deliver up to April 2024.
- 1.2. The delivery plan includes information on the outcomes we are working towards as an organisation; the activity planned to deliver these outcomes; and how we will work to deliver it.
- 1.3. As well as reflecting the administration's policy commitments, this delivery plan reflects the changed context we are working in since the existing Borough Plan was set in 2018, including the impact of Covid-19 on our residents, businesses and communities; the climate emergency; and, the cost-of-living crisis. It builds on previous work to capture learning from the pandemic including the [Recovery and Renewal report](#) published in December 2020.
- 1.4. The corporate delivery plan will act as a replacement for the Borough Plan for the length of time that it applies, setting out the council's priorities and work it will undertake to achieve its intended outcomes.
- 1.5. To ensure we are able to effectively monitor delivery of this plan, reporting will take place on a six-monthly basis (for the lifetime of the plan). This will be via internal meetings and forums with officers and Cabinet Members, alongside formal reporting including to the council's Overview and Scrutiny Committee for more in-depth consideration. In addition, we will also publish performance updates on the council's website for anyone to access more detail on performance and progress against outcomes being sought.

2. Cabinet Member Introduction

- 2.1 Since May's local elections and my re-election as Leader of the Council, I have been clear that there are three watch-words for my administration: collaborative, competent and radical. Together with our residents, I want us to build a fairer and greener borough.
- 2.2 This Corporate Delivery Plan sets out how we will go about putting these words into practice between now and April 2024.
- 2.3 It sets out some ambitious and radical actions on house building and tackling climate change. We are determined to support our under-fives. We want to do our best for our children and young people – in particular those with additional needs. We want to help our residents through the cost of living crisis and have committed to significant expenditure in our public realm to ensure that Haringey is a great place to live and spend time.
- 2.4 The plan is a vital part of delivering on the commitments set out in the Haringey Deal published in November 2022. We have committed to co-production and developing a different relationship with our residents and these principles run throughout this document. There are other actions too that we are taking to fulfil our other Deal commitments including our laser-like focus on getting the basics right and developing a deeper understanding of our changing local communities.
- 2.5 This plan is an important recognition that warm words don't change a single child's life chances, plant a single tree or prevent a single road accident. It is action that does that. For me, competence is doing what you say you are going to do.
- 2.6 So we are unapologetic about the detailed nature of this document, because its main audience is the council itself and our staff. This is our to-do list. These are the commitments we are making to deliver over the next 18 months and we will be transparent about our progress.

3. Recommendations

- 3.1 Cabinet is asked to agree the Corporate Delivery Plan for 2022-2024 as attached at Appendix 1.

4. Reason for decision

- 4.1 The council's current Borough Plan 2019-2023 runs until January 2023. Since it was approved the global Covid pandemic and cost of living crisis have significantly changed the context in which the council undertakes its work.
- 4.2 The council's new administration was elected in May of this year on a clear policy agenda and detailed set of manifesto commitments. These need to be reflected in a new set of delivery plans, alongside ongoing corporate priorities.
- 4.3 The role of this Corporate Delivery Plan 2022-24 is to set out what we will deliver and the outcomes we hope to achieve. It is intended to articulate what we have

chosen to prioritise and invest time and resource in; and therefore focuses on 'discretionary' activity rather than the delivery of our core, statutory functions.

- 4.4 The corporate delivery plan will act as a replacement for the Borough Plan for the length of time that it applies, setting out the council's priorities and the change it is seeking to achieve.

5 Alternative options considered

- 5.1 There are a number of alternative options, including:
- Extend the governance period of the existing Borough Plan;
 - Do not publish delivery plans; and/or
 - Develop a new Borough Plan.
- 5.2 It is not considered feasible to pursue option A, as the existing Borough Plan does not reflect the context in which the council is operating, following the pandemic and the cost-of-living crisis.
- 5.3 It is not considered feasible to pursue option B, as this would mean that the organisation would not have a single articulation of the outcomes it is working towards, including to reflect the new administration's manifesto.
- 5.4 It is not considered feasible to pursue option C, as the organisation needs a document which articulates its priorities and delivery plans to guide our immediate operations. As set out in the Plan, we committed to working in a new way – under the Haringey Deal. This will inform our longer term strategic goals but because we wish to co-design our approach with residents it cannot be developed within the timescale necessary to replace the current Borough Plan.

6 Background information

- 6.1 The council's current Borough Plan, 2019-2023, was published in January 2019 and set the strategic vision for the borough over a four years period. This plan is due to come to an end in January 2023
- 6.2 As well as reflecting the new administration's policy commitments, this delivery plan reflects the changed context we are working in since the existing Borough Plan was set in 2018, including the impact of Covid-19 on our residents, businesses and communities; the climate emergency; and the cost-of-living crisis.
- 6.3 The financial context in which the council is working is uncertain and challenging, and at the same time, we are seeing increased demand and increased complexity of demand, across many of our statutory services. These delivery plans have therefore necessarily been developed to reflect our high aspirations for the borough's residents, but with the expectation is that activity forecast in delivery plan is affordable within existing resource and deliverable alongside pre-existing savings commitments.

- 6.4 This delivery plan focuses on activity that the council will lead on in the first two years of the new administration. Delivery plans for years 3 and 4 will be produced in due course.
- 6.5 It is anticipated that delivery plan will inform the development of a refreshed corporate outcome framework.
- 6.6 The corporate delivery plan will act as a replacement for the Borough Plan for the length of time that it applies, setting out the council's vision, priorities and the change it is seeking to achieve.

7. Contribution to strategic outcomes

- 7.1 The Corporate Delivery Plans retains a focus on many of the strategic outcomes set out in the current Borough Plan 2019-23 and sets out how these will be delivered over the next two years.

8 Statutory Officer Comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

8.1 Finance

- 8.1.1 The Corporate Delivery Plan sets out a wide range of activities and specific outcomes. As set out clearly in paragraph 6.3 above, the Plan also recognises the uncertain and challenging financial context that the authority is working within and is clear about the expectation that the proposed activities will be contained within existing resources.

8.2 Procurement

- 8.2.1 Strategic Procurement has been consulted in the preparation of this report and notes the contents herein.

8.3 Legal

- 8.3.1 The legal implications of any decisions to be taken by the executive in implementing the corporate delivery plan will be set out within the relevant decision report.

8.4 Equality

- 8.4.1 The council has a public sector equality duty under the Equality Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not; and

- Foster good relations between people who share those characteristics and people who do not.

8.4.2 The Corporate Delivery Plan makes a commitment to tackling inequality being treated as a cross cutting strategic objective. This includes, but is not limited to, discharging the council's duties under the Equality Act.

8.4.3 Where specific policy proposals arise, the council will undertake appropriate Equality Impact Assessments to identify and address any potential equality implications of individual decisions.

9 Use of Appendices

Appendix 1 - Corporate Delivery Plan 2022-24

10 Local Government (Access to Information) Act 1985

[Recovery and Renewal report](#)

https://www.minutes.haringey.gov.uk/documents/s120027/Borough%20Plan%20refresh%20301120_FINAL.pdf