

Corporate Delivery Plan

2024 – 2026



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Contents

Introduction	3
Resident experience and enabling success	5
Responding to the climate emergency	12
Children and young people	20
Adults, health and welfare	25
Homes for the future	34
Safer Haringey	41
Culturally rich borough	46
Place and economy	50

Leader's introduction

Our Corporate Delivery Plan is an ambitious plan for making life better for residents in Haringey.

As a council like all public services across our borough we have had to do more for less. Residents are also facing a Cost-of-Living crisis and in this context local services are a vital lifeline and we have been focused on delivery.

We have put our values into action and are delivering for residents to make our borough an even better place to live, work and visit.

We've made good progress in these areas:

- My colleagues and I have committed to our council listening to residents and we are co-producing through engagements like Tottenham Voices and Wood Green Voices.
- We've been taking action to respond to the climate emergency to make our borough a cleaner and more pleasant place to live through ambitious targets on planting trees and rolling out school streets across the borough.
- We're committed to giving our children and young people the best start in life and I'm proud of the fact our Children's Services were rated Good and SEND (Special educational needs and disabilities) services got the 'highest possible rating' by OFSTED.
- The council is taking action to improve public health and deliver better outcomes for residents to address the gap in life expectancy between the East and West of the borough.
- We are delivering homes for the future making real progress in delivering our ambitious 3,000 council homes as well as investing in our existing council homes. We are also delivering on our Housing Improvement plan bringing our existing stock up to a decent standard.
- We are working hard to deliver a safer borough and taking action to tackle hate crime and do innovative work on stop and search to improve relations between our community and police.
- We are a culturally rich Borough and have been awarded London Borough of Culture for 2027.
- We know that good jobs and opportunities are key and we are working hard to deliver places people want to work and visit. Through initiatives like Haringey Works we are getting residents into work.

Haringey is a special place with a proud heritage of being a Rebel Borough which embraces diversity and stands up for fairness.

I'm proud of the fact that we are delivering for residents and this report highlights the progress we have made. This ambitious plan for the next 2 years sets out how we will continue to deliver for residents in Haringey.

Introduction

In January 2023, the Council published a Corporate Delivery Plan for the first half of this electoral cycle (2022/26). This Corporate Delivery Plan covers the activity the Council will focus on delivering during the second half of the cycle between April 2024 and April 2026, before the local elections that are set to take place in May 2026.

The Corporate Delivery Plan outlines our strategic objectives, priorities, and initiatives aimed at creating a fairer, greener borough.

Our plan is set out in eight separate themes:

- Resident experience and enabling success
- Responding to the climate emergency
- Children and young people
- Adults, health and welfare
- Homes for the future
- Safer Haringey
- Culturally rich borough
- Place and economy.

These themes demonstrate how we are focussed on working collaboratively, in line with the Haringey Deal, with residents, businesses and partners to tackle the biggest issues affecting our communities. .

Our cross-cutting priorities

Our commitment to fairness and equality run through everything we do. In all our work we seek to **reduce inequality and promote equity of access, experience and outcomes**. Through this we create a fairer borough.

We believe residents deserve and flourish in **safe, clean and green neighbourhoods**. By taking steps to **reduce carbon emissions** in the borough, we play our part in safeguarding the future of the planet at the same time as promoting longer, healthier lives for the residents of today.

We know that **the experiences residents have of interacting with the Council and our services** influence how we are perceived as an organisation, and the trust people have in us. Access to, and experience of, services can also contribute to important outcomes for residents – for example, having the right care or education, or living in a secure and decent home. We are committed to making the necessary changes so that all

residents have a consistently good experience when interacting with the Council. We want residents to feel listened to and cared for and for the information and support we provide to make residents' lives easier, not harder.

The [Haringey Deal](#) is 'how' we do things. We are changing the way we work. This starts with our foundational principles of Knowing Our Communities and Getting the Basics Right. Across all our services we are striving to build stronger relationships with residents and hear more from those often overlooked; build on the borough's incredible strengths, and work in partnership to solve challenges.

How we will measure progress

We are committed to doing what works to improve the lives of our residents. For this reason, we have identified Key Metrics for each theme that will support us in understanding whether our activities are having the intended effect. Reviewing these measures will enable us to interrogate whether we are going in the right direction and, if not, provoke curiosity about the reasons why. This may be because across our themes, we do not hold all the power and influence. Residents, businesses, community groups, landlords, developers, investors and our public sector partners like schools, the NHS and Metropolitan Police all have a role to play. However, there will also be times when we recognise that we aren't doing enough of the most impactful activity and this data will help keep us honest about this.

A new vision for our borough

During 2024, a new partnership-led ten-year strategic vision for Haringey will be developed and launched (currently called the Borough Vision). Once published, this will provide the overarching framework for our joint-working in the years to come.

Resident experience and enabling success.

Outcome Areas

- Excellent resident experience
- Opportunities for residents to participate in decision-making.
- A supported and enabled workforce

Central to the success of the Haringey Deal is building mutual trust and confidence through positive interactions with residents, from getting the basics right to involving residents more deeply in Council decision-making.

This theme is focused on how we will ensure residents have an excellent experience when accessing our services and how we will develop inclusive public participation, where residents have genuine opportunities to have a say in decisions that affect them. This theme also captures significant enabling work happening behind the scenes to ensure all Council officers have the support, tools and infrastructure they need to work effectively and provide residents with a high-quality service.

How we will measure progress

- Percentage of council services delivered right first time.
- Percentage of all transactions completed by residents via self-service.
- Number of complaints upheld by the Local Government and Housing Ombudsman per 10,000 population.
- Percentage of people who report feeling able to influence local decisions.
- Number of staff who report feeling Supported.

Outcome Areas	Activity	Senior Responsible Officer (SRO) (Officer/Cabinet)	Deadline/ Significant Milestones
Excellent resident experience	Remodel / Restructure Customer Services to be fit for purpose and able to deliver within base revenue budget and Medium-Term Financial Strategy (MTFS) commitments.	Assistant Director (AD) for Corporate and Customer Services	March 2025

		Cabinet Member for Resident Services and Tackling Inequality	
	Reduce demand to Customer Services in the core service areas (Housing, Parking, Benefits and Council Tax).	AD for Corporate and Customer Services Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> • Baseline failure demand – September 2024 • Understand what is driving failure demand / avoidable contact - October 2024 • Produce action plan to reduce failure demand/avoidable contact with specialist services – November 2024
	Carry out an options appraisal of delivery models for the 'Out of Hours' (OOH) offer, followed by a fuller review of scope and specification engaging with all service areas	AD for Corporate and Customer Services Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> • Delivery model options appraisal by end September 2024 • Fuller service review by end December 2024
	Implement a revised Feedback Improvement Plan.	AD for Strategy, Communications and Collaboration Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> • Project Plan developed with clear milestones - June 2024 • New Feedback case management system ready for 'go live' - December 2024
	Implement the new joint Ombudsman Complaints code.	AD for Strategy, Communications and Collaboration Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> • A new complaints policy will be presented to Cabinet - July 2024 • New practice guidance will be issued to responding officers to support implementation. This will be put in place in the autumn to coincide with the implementation of a new Feedback case management system – Autumn 2024
	Website improvement project improving user experience for visitors to haringey.gov.uk .	Chief Digital and Innovation Officer	August 2024

		Cabinet Member for Resident Services and Tackling Inequality	
	Deliver years one and two of the Resident Experience change workstream.	Chief Digital and Innovation Officer Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> • Roadmap of how we will better alignment and cohesion of all customers digital access points - July 2024 • Development of resident experience principles to guide our interactions with residents –October 2024 • Resident experience performance dashboard - December 2024
	Develop internal and external digital skills and inclusion strategy and action plan in partnership with NHS/ICB.	Chief Digital and Innovation Officer Cabinet Member for Finance and Corporate Services	<ul style="list-style-type: none"> • First Draft - August 2024. • Implementation - January 2025
Opportunities for residents to participate in decision-making	Roll out and whole organisational take-up of Digital Engagement Hub for consultation and wider online engagement activities.	AD for Strategy, Communications and Collaboration Leader of the Council	October 2024
	Development and launch of an online participation knowledge hub, including internal case studies to support communication and embedding of participation skills and knowledge.	AD for Strategy, Communications and Collaboration Leader of the Council	December 2024
	Supporting continued development of fully inclusive engagement practice to ensure digital and physical engagement is representative of Haringey's population.	AD for Strategy, Communications and Collaboration Leader of the Council	April 2026

	Delivery of participatory budgeting pilot.	AD for Strategy, Communications and Collaboration & AD for Planning, Building Standards and Sustainability Cabinet Member for Finance and Corporate Services	<ul style="list-style-type: none"> • Launch pilot - October 2024 • Conclude delivery - April 2026
	Development of Community Assemblies model.	AD for Strategy, Communications and Collaboration Leader of the Council	<ul style="list-style-type: none"> • Agree an approach to a Community Assembly in Haringey - June 2024 • Run a pilot Community Assembly in Haringey - March 2025
	Create a Young People Extra Ordinary Council.	AD for Legal and Governance Cabinet Member for Children, Schools and Families	October 2024
	Increasing opportunities for children and young people's (CYP) voice to be heard.	AD for Early Help and Prevention Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • Establish a borough-wide Youth Forum - September 2024 • Establish Haringey Youth Parliament – April 2026
	Continuing development of Knowing Our Communities work.	Chief Digital and Innovation Officer Leader of the Council	<ul style="list-style-type: none"> • Community Profile dashboard launch - July 2024 • Update ward profiles data - September 2024 • Include link to Resident Experience Dashboard - Dec 2024

			<ul style="list-style-type: none"> • Publish analysis and report from 2024 Resident survey - when data is available in 2025
	Deliver the Borough's Climate Action Partnership.	AD for Planning, Building Standards and Sustainability Cabinet Member for Climate Action, Environment and Transport	Conference in summer 2024
A supported and enabled workforce	Publish a Borough Vision.	AD for Strategy, Communications and Collaboration Leader of the Council	September 2024
	Work towards successful delivery of new civic centre.	AD for Capital Projects and Property Cabinet Member for Placemaking and Local Economy	April 2026
	Implementation of the Corporate Property Model (CPM), which aims to centralise all operational property assets and premises related budgets into a Capital Projects and Property (CPP) central team.	AD for Capital Projects and Property Cabinet Member for Finance and Corporate Services	Full Business Case - May 2024
	Implement the Council's Data Strategy, building up a first-class data function and platform that can be utilised by all.	Chief Digital and Innovation Officer	First platform use case in place - December 2024

		Cabinet Member for Finance and Corporate Services	
	Develop a Digital Strategy to outline the principles and guidelines governing the use of digital technologies.	Chief Digital and Innovation Officer Cabinet Member for Finance and Corporate Services	Implementation - September 2024
	Develop an Enterprise Infrastructure Strategy that aligns technological solutions with organisational objectives to enhance performance, facilitate informed decision-making, optimise IT investments, and enable adaptability to market changes.	Chief Digital and Innovation Officer Cabinet Member for Finance and Corporate Services	March 2025
	Improve Halo platform to enable more automation, self-service and performance monitoring.	Chief Digital and Innovation Officer Cabinet Member for Finance and Corporate Services	April 2025
	Redesign mandatory eLearning to have a bespoke Haringey focus.	Chief People Officer Cabinet Member for Finance and Corporate Services	January 2025
	Deliver Equality, Diversity and Inclusion (EDI) Action Plan.	Chief People Officer Cabinet Member for Finance and Corporate Services	December 2025

	Implementation of the Procurement Modernisation Programme (PMP).	Head of Strategic Procurement Cabinet Member for Finance and Corporate Services	October 2024
	Provide legal self-help guides, training and access to training and legal updates to empower service areas to help themselves.	AD for Legal and Governance Cabinet Member for Finance and Corporate Services	September 2025

Responding to the climate emergency

Outcome Areas

- A cleaner, low waste Haringey
- A greener Haringey
- A zero carbon and climate resilient Haringey
- Expanding active travel
- Better air quality in Haringey

Haringey is committed to becoming a net-zero carbon borough by 2041 and the steps we will take to achieve this are outlined in our 2021 Climate Change Action Plan. We are committed to ensuring a just transition, where the shift towards a more sustainable and low-carbon economy is fair and equitable for all. This theme sets out the work to be delivered or started in the next two years that will reduce carbon consumption, improve our climate resilience, and improve the quality of air that we breathe.

We also know our residents want a clean and green borough that is easier to travel around by walking or cycling. This theme sets out our work to reduce waste and green our neighbourhoods, as well as expand active travel.

How we will measure progress

- Level of recycling in the borough.
- Incidents of fly-tipping per 1,000 population.
- Number of trees planted in the borough per year.
- Average EPC energy rating of domestic buildings in the borough/carbon emissions of core council buildings
- Levels of fuel poverty in the borough
- TFL estimates of total travel and mode share.
- Air quality levels in the borough (Number of areas in the borough that exceed UK air quality standards)

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
A cleaner, low waste Haringey	Increase recycling in the borough, implementing the Reduction and Recycling Plan (RRP).	AD for Stronger and Safer Communities Cabinet Member for Climate Action, Environment and Transport	March 2025
	Work with a community sector partner to implement a reuse and repair hub within the borough.	AD for Stronger and Safer Communities Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> • Feasibility Plan developed - May 2024 • Further milestones to be developed after plan makes clear what is possible
	Reduce single-use plastics in the Council and wider borough.	AD for Stronger and Safer Communities Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> • Single Use Plastic policy updated - Summer 2024. • Further work will be combined with North London Waste Authority's (NLWA) cross-borough strategy - Adoptions end of 2024.
	Enhanced environmental enforcement, including targeted deployment (Monday – Sunday) of proactive litter & waste enforcement patrols in Town Centres and hot spot locations across the borough.	AD for Stronger and Safer Communities Cabinet Member for Communities	Targeted deployments begin - August 2024
A greener Haringey	Plant 10,000 trees by 2030.	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> • Initial Urban Forest Plan – June 2024 • Plant 1250 new trees each year

	Create three new nature reserves by 2026 and introduce Sites of Importance for Nature Conservation (SINC).	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> • Paddock Local Nature Reserve (LNR) designation - March 2025 • New SINC designated - Winter 2025 • Two further LNRs to be identified and designated - March 2026
	Develop and deliver community involvement in maintaining and updating existing roadside verges, planters and pocket parks and, where feasible, create new pocket parks, parklets and planter locations that are maintained by local communities.	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	Establishing and supporting at least twelve groups to begin new community gardening schemes - April 2026.
	Introduction of a tree pits greening/rewilding scheme	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	Commence a pilot for community led rewilding and beautification of the boroughs tree pits - March 2025
A zero carbon and climate resilient Haringey	Improvements in energy management across the Council's estate, raising all buildings to at least EPC C and net zero carbon schools.	AD for Capital Projects and Property Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> • Selection of prospective bids for Public Sector Decarbonisation Scheme (PSDS) wave 4 application - July 2024. • Anticipated start date for PSDS applications - September 2024. • Development of next phase of projects for future PSDS wave (5) - July 2025. • End date for investment through PSDS - March 2026.
	Support the development of an electric vehicle (EV) charging infrastructure strategy.	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> • Publish an EV strategy that recognises the importance of external agencies, in the establishment of boroughwide infrastructure. - April 2025

	Increase access to car clubs.	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> • Procure new car club providers/operators - April 2026 • Increase the number of car club bays from 80 to 160 over a three-year period from award of contract
	Make Haringey more resilient to flooding through investment in drainage infrastructure and delivery of flood protection schemes.	AD Direct Services Cabinet Member for Resident Services and Tackling Inequality	Delivery of the Flood Water Management Investment Plans for 2024/25 and 2025/26 - April 2026
	Continue to support low carbon community-led projects through the Haringey Community Carbon Fund (HCCF).	AD for Planning, Building Standards and Sustainability Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> • Round 4 of the HCCF delivered - Spring 2025 • New HCCF Programme Launch - Summer 2025
	Deliver a business case for a Power Purchase Agreement for the corporate estate.	AD for Planning, Building Standards and Sustainability Cabinet Member for Climate Action, Environment and Transport	Autumn 2024
	Increase the number of renewable installations on the Council's buildings and community buildings.	AD for Planning, Building Standards and Sustainability Cabinet Member for Climate Action,	Identification of buildings and projects, with a business case to deliver - Spring 2025

		Environment and Transport	
	Deliver an action plan to electrify the Council's fleet.	AD for Capital Projects and Property Cabinet Member for Climate Action, Environment and Transport	Spring 2025
	Deliver a borough Action Plan to manage overheating risk.	Director of Public Health Cabinet Member for Climate Action, Environment and Transport	Spring 2025
	Develop strategy for green skills and jobs linked to Fast Followers programme for retrofit.	AD for Planning, Building Standards and Sustainability Cabinet Member for Placemaking and Local Economy	Autumn 2025
	Make a decision regarding next steps for Decentralised Energy Network Full Business Case	AD for Planning, Building Standards and Sustainability Cabinet Member for Climate Action, Environment and Transport	Spring 2025
Expanding active travel	Improve access to secure cycle parking across the borough.	AD Direct Services	<ul style="list-style-type: none"> • Deliver around 100 hangars - 2024/25 • Deliver a further 100 hangars - 2025/26

		Cabinet Member for Climate Action, Environment and Transport	
	Expand dockless cycle parking locations to maximise use of dockless cycles.	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	New provision based on response to demand rather than setting milestones
	Enhance the current cycling network within Haringey.	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	Introduce new protected cycle routes on A and B roads – April 2026
	Prepare a draft Kerbside Strategy and publish for consultation.	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	March 2025
	Improve walking environment. Engagement, consultation, and delivery of several projects to improve pedestrian safety and accessibility, e.g., carriage way resurfacing, removal of footway parking, improvement of the footway's conditions, accessibility for disabled people, and street lighting.	AD Direct Services Cabinet Member for Resident Services and Tackling Inequality	Delivery of the 2024/25 and 2025/26 Highways and Street Lighting Investment Plans and Parking Investment Plans
	Work towards Vision Zero targets by: Implementing new 20mph speed limits on Haringey-controlled roads; speed reduction measures; additional pedestrian crossings; and deliver measures to better safeguard powered two-wheeler users.	AD Direct Services Cabinet Member for Resident Services and Tackling Inequality /	<ul style="list-style-type: none"> Road Danger Reduction Action Plan measures will be identified in 2024/25 and 2025/26. To be delivered - April 2026

		Cabinet Member for Climate Action, Environment and Transport	
Better air quality in Haringey	Delivery of School Streets, reducing access to motor vehicles during drop off and pick up times.	AD Direct Services Cabinet Member for Climate Action, Environment and Transport	Deliver six school streets - 2024/25
	Develop a new Air Quality Action Plan.	AD for Planning, Building Standards and Sustainability Cabinet Member for Climate Action, Environment and Transport	November 2024
	Develop a Borough Idling Plan.	AD for Planning, Building Standards and Sustainability /AD for Stronger and Safer Communities Cabinet member for Climate Action, Environment, and Transport	January 2025
	Introduce Healthy School Zones.	AD for Planning, Building Standards and Sustainability	Four schools identified and measures delivered - Summer 2025

		Cabinet member for Climate Action, Environment, and Transport	
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Children and young people

Outcome Areas

- Best start in life
- Happy childhoods
- Successful futures

Our vision for Haringey is that all children and young people are equipped, supported and able to achieve their full potential. For the Council, this means providing high-quality, joined-up services that provide children, young people and families with holistic care and support, all the way through their childhood and adolescence.

Since the publication of the previous Corporate Delivery Plan, we have achieved our first 'good' Ofsted rating for the services we provide to children and young people. We have also started to plan for the upcoming expansion in free Early Learning places for families, made significant progress on the Safety Valve programme and received the highest rating for delivering services for young people with Special Educational Needs and Disabilities (SEND) following a joint area inspection by Ofsted and the Care Quality Commission (CQC).

Here, we renew our aims in this context, which now include the delivery of the Family Hubs programme, continuing to holistically improve services for children and young people with SEND, and ensuring that all children and young people have access to a high-quality education and positive activities which set them up for the future.

How we will measure progress

- Percentage of children reaching 'Good Level of Development'.
- Percentage of new Education Health and Care plans issued with 20 weeks is above the average of statistical neighbours.
- Percentage pupils achieving the expected standard at Key Stage 2.
- Number of first-time entrants into the Youth Justice System.
- Number of recorded incidents of Teen Violence
- Percentage of pupils achieving 5 or more GCSE (or equiv.) passes grade 9-4 incl. English and Maths.
- Percentage of pupils (Children looked after) achieving 5 or more GCSE (or equiv.) passes grade 9-4 incl. English and Maths.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
Best start in life	Increase the number of childcare places and increase families' take up of their free entitlement to childcare.	AD for Schools and Learning Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • Annual Childcare Sufficiency Report - Autumn 2025 • Annual Childcare Sufficiency Report - Autumn 2026
	Increase the number of primary school places for children with autism and social emotional and mental health (SEMH) needs, and increase the number of school places in specialist schools for children with complex needs.	AD for Children's Commissioning and Programmes/ AD for Capital Projects and Property Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • 15 new places in specialist schools for children with autism - financial years between 2024 and 2027 • Ten primary school places for children with SEMH needs – between September 2025 and 2028 • 25 school places in specials schools for children with complex needs - between September 2025 and 2027
Happy childhoods	Co-ordinating a single youth offer across the borough, which has a focus on educational and recreational leisure-time activities for young people.	AD for Early Help and Prevention / AD for Schools and Learning Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • Bruce Grove refurbishment, and development of partnerships for both youth spaces that attract funding - March 2025 • Needs assessment of the local youth offer - June 2024 • Development of a Youth Strategy - October 2024 • HAF Programme of activities in place in majority of school holidays and catering for all children, particularly the most vulnerable - Summer 2024, Autumn 2024, Spring 2025, Summer 2025, Autumn 2025, Spring 2026
	Increase the number of secondary school places for children with autism and social and emotional mental health needs.	AD for Capital Projects and Property	<ul style="list-style-type: none"> • 34 additional secondary specialist resourced school places for autistic children - between September 2026 and 2028

		Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • 34 secondary school placements for children with social emotional and mental health needs - between September 2025 and 2028
	Deliver two further Family Hubs: identify sites, agree service delivery model which has a close alignment with Localities and Community Hubs.	AD for Early Help and Prevention Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • Site 3 Launch - March 2025 • Site 4 Launch - March 2025
	Deliver SEND and Inclusion Partnership Plan.	AD for Early Help and Prevention Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • Improve the quality of Educational Health and Care Plans (EHCPs) through co-production - September 2024 • Improved communication with families through SEN Panel - September 2024 • Young people post-16 have clearly articulated EHCPs in place to prepare them for adulthood – September 2024 • Increase co-production across SEN services through staff training – December 2024
	Public health programmes to promote the health and wellbeing of children and young people: <ul style="list-style-type: none"> • Oral Health Promotion • National Child Measurement Programme (NCMP) • Anchor Approach – implement across ages, phases and sectors to improve mental health and wellbeing. • Integrating public health services in Family Hubs. 	Director of Public Health Cabinet Member for Health, Social Care, and Wellbeing / Cabinet Member for Children, Schools, and Families	<ul style="list-style-type: none"> • Promote oral health through main contract and increase capacity with additional North Central London Integrated Care Board (NCL ICB) funding - April 2025 • Complete the annual NCMP and integrate the findings into the implementation of the Healthy Weight Strategy - March 2025 • Family hub provider annual contracts up for review – 2024/25

	Continued progress on reducing youth violence through the Young People at Risk Partnership Network under the Young People at Risk Strategy 2019-2029	AD for Early Help and Prevention Cabinet Member for Children, Schools, and Families	September 2024 – Publish first Young People at Risk Annual Impact Report September 2025 – Publish second Young People at Risk Annual Impact Report January 2026 – Begin review of second Action Plan and initiate development of third Action Plan 2027-2029
Successful futures	<p>Transition Programme to ensure cross cutting early identification of young people (14-25) from the following cohorts of need.</p> <ol style="list-style-type: none"> 1. Those known to have a Special Educational Need and Disability, (SEND) 2. Those with a Learning Difficulty 3. Children with neurodivergent and other Mental Health Support needs 4. Children in care and Care leavers. 5. Vulnerable young adults who may not meet Adults statutory thresholds but qualify for support under - the Transitional Safeguarding Protocol <p>Who are preparing for adulthood receive timely information about life choices and transitional multi agency support.</p>	AD for Adult Social Services / AD for Social Care Cabinet Member for Children, Schools, and Families / Cabinet Member for Health, Social Care and Wellbeing	New approach embedded – March 2025
	Improve educational outcomes for children who are looked after, with a focus on better attendance and better support through well-written Personal Education Plans (PEP).	AD for Schools and Learning Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • Implement an approach where the Education Improvement Consultant will at the start of the new academic year remain with their child or young person - September 2024 • Monitor attendance and educational outcomes for children looked after – annually September 2024 to 2026

	Embed a whole family approach, as well as CYP and parent/carer voice in Youth Justice Services (YJS).	AD for Early Help and Prevention Cabinet Member for Children, Schools and Families / Cabinet Member for Communities	<ul style="list-style-type: none"> • Quarterly participation events with CYP - from September 2024 • Ensure Inclusion of Children in YJS interview panels – September 2024 • Establish and embed parents’ coffee morning with management team – September 2024 • Team “around the family” approach embedded within practice in the Prevention Team - March 2025
	Develop Education Strategy to close the gaps in attainment between pupils.	AD for Schools and Learning Cabinet Member for Children, Schools and Families	January 2025
	Develop an action plan related to unaccompanied asylum-seeking children (UASC), ensuring that they receive a specialised social work service, including appropriate accommodation.	AD for Social Care Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • To be reviewed - June 2024 • Ensuring the statutory functions become business as usual beyond 2026.
	Develop a plan related to supporting the financial stability of young people leaving care.	AD for Social Care Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • Plan in place - June 2024 • Mechanism to be reviewed annually
	John La Rose Award to continue ensuring that young people from lower-income backgrounds have the resources to enable them to study at university.	AD for Schools and Learning Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> • Identify additional sponsors to support the programme to 2030 • Fourth cohort of students to begin university - Autumn 2024 • First cohort due to graduate - Summer 2024

Adults, health and welfare

Outcome Areas

- A healthy and active population
- A welcoming borough with a vibrant voluntary and community sector (VCS)
- Residents connected with the right support at the right time in their neighbourhoods.
- Secure and resilient lives
- Vulnerable adults are supported and thriving.

In Haringey, we're all about looking out for each other. This part of our Corporate Delivery Plan is about making sure that every adult in our community gets the support they need to live a good life, no matter what challenges they may face.

From staying healthy to getting the help residents need when times get tough, our services are here to support all. Our goal is to create a community where every adult feels valued, supported, and empowered to reach their full potential. Critical to this is taking an equitable approach, working hard to understand barriers and striving to address inequalities of access, experience and outcome.

Whether it's access to good quality leisure services or support and advice during the cost-of-living crisis, Haringey is committed to making sure that everyone can live their life to the fullest.

How we will measure progress

- Percentage of physically active adults.
- Percentage of residents reporting that they feel they belong in their area.
- Total income maximisation financial benefit claimed by Haringey residents via targeted interventions and benefit and budgeting calculator.
- Percentage of people in adult social care extremely or very satisfied with the service/ support they receive.
- Percentage of adult social care clients reporting to have a good quality of life.
- Percentage of carers of people in adult social care reporting to have a good quality of life.
- Result of CQC Assurance of Adult Social Care – the council is aiming for an outcome of “Good”.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
A healthy and active population	Finalise and sign off Haringey Health and Wellbeing Strategy.	Director of Public Health Cabinet Member for Health, Social Care and Well-being	<ul style="list-style-type: none"> • Sign off - September 2024 • Progress report - Early 2026
	Finalise and sign off the Tobacco Control Action Plan.	Director of Public Health Cabinet Member for Health, Social Care, and Wellbeing	<ul style="list-style-type: none"> • Sign off plan - December 2024 • Expand capacity of smoking cessation - May 2025
	Finalise and sign off the Alcohol Strategy.	Director of Public Health Cabinet Member for Health, Social Care, and Wellbeing	December 2024
	Finalise and sign off the Haringey Sexual Health Strategy.	Director of Public Health Cabinet Member for Health, Social Care and Well-being	September 2024
	Work with the Haringey Suicide Prevention Group to develop a Haringey Suicide Prevention Strategy.	Director of Public Health Cabinet Member for Health, Social Care and Well-being	October 2024
	Reduce Gambling Harms by commencing the community awareness-raising campaign.	Director of Public Health	<ul style="list-style-type: none"> • Campaign Begins - Summer 2024 • Progress report - 2025

		Cabinet Member for Health, Social Care and Wellbeing	
	Leisure centres and outdoor fitness offer – reopening, designing, and upgrading.	AD Direct Services Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • Reopening under new Council direct management - 2024/25 • Upgrading of the leisure offer across the borough - 2025/26
	Producing a Physical Activity and Sports Strategy.	AD Direct Services Cabinet Member for Culture and Leisure	Co-produce a new strategy for Cabinet adoption – before end of 2025/26
	Establish initial Wellbeing Model offer to inform the operation of the borough's leisure centre facilities and encourage use of parks and green spaces.	AD Direct Services Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • Initial offer launched with new website, and engagement with practitioners - 2024/25. • Identifying new financial provision to fund further outreach into priority communities - 2025/26
A welcoming borough with a vibrant VCS	Development and implement an anti-racism partnership action plan.	AD for Partnerships and Communities Cabinet Member for Communities	<ul style="list-style-type: none"> • Publication of joint statement – September 2024 • Plan delivered - November 2024
	Refresh the Welcome Strategy.	AD for Partnerships and Communities Cabinet Member for Communities	<ul style="list-style-type: none"> • Annual report delivered - September 2024 • Refresh the strategy and plan - November 2024 • Development of voluntary service to support employment opportunities - September 2024 • Recruitment to assist in delivering activities to support health,

			wellbeing and social integration - Sept 2024 • Collaborative project with Migrants Organise and the Haringey Migration Support Centre to review impact of government policies - April 2025 • Developing a No Recourse to Public Funds (NRPF) toolkit and supporting colleagues to support residents with NRPF - December 2024
	Develop a new VCS Strategy alongside our strategic partner.	AD for Culture and Creativity Cabinet Member for Communities	June 2025
	Develop a VCS engagement framework	AD for Culture and Creativity Cabinet Member for Communities	November 2024
Residents connected with the right support at the right time in their neighbourhoods	Implement the Localities Programme, including projects that support the integration of health and social care, to deliver the right support at the right time to targeted residents and reduce the impact of health inequalities.	AD for Partnerships and Communities Cabinet Member for Health, Social Care, and Wellbeing	• Neighbourhood Resource Centre (NRC) business case sign off - Cabinet approval in July 2024. • NRC Refurbishment: <ul style="list-style-type: none"> ○ Phase 1 construction March 2025. ○ Phase 2 August 2025. • Develop new service delivery model at key locations across the borough - August 2024 with implementation by April 2025 • Implementation of year two of phased healthy

			<p>neighbourhood/inequalities programme - April 2025</p> <ul style="list-style-type: none"> • Evaluation of Community Chest Pilot - May 2024 • Further development of the Community Advice offers within health settings, to support improvements in wider determinants of health and support discharge planning - April 2025
	Developing online resources to ensure information about localities is accessible to all.	<p>AD for Partnerships and Communities</p> <p>Cabinet Member for Resident Services and Tackling Inequality</p>	<ul style="list-style-type: none"> • Development and delivery of Padlet directory for pilot across each locality - July 2024 • Draft business case for Directory of Service digital solution - July 2024
	Taking a council-wide approach to embed financial inclusion and resilience support approaches for residents, including the income maximisation.	<p>AD for Corporate and Customer Services</p> <p>Cabinet Member for Resident Services and Tackling Inequality</p>	<ul style="list-style-type: none"> • Development of financial inclusion community of practice - September 2024 • Project plan for proactive income maximisation and winter campaigns – September 2024 • Develop a project plan to support residents through Universal Credit migration - September 2024 • Review of ways of working to support financial inclusion and resilience for residents - October 2024 • Review in April – June 25

Secure and resilient lives	Improve collection of Corporate Debt.	AD for Corporate and Customer Services Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> • Adult Social Care (ASC) debt task and finish - October 2025 • Reduce overall debt levels - April 2026
	Review and update Ethical Debt Collection policy.	AD for Corporate and Customer Services Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> • April 2026
	Create a co-produced Carers Offer and Forum.	AD for Adult Social Services Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Review and update the Carers' Strategy.	AD for Adult Social Services Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Implement the Carer and Hospital Discharge Toolkit.	AD for Adult Social Services Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Develop an approach for greater alignment with Young Carers activity.	AD for Adult Social Services	March 2025

		Cabinet Member for Health, Social Care and Wellbeing	
	Development and implementation of the Period Dignity Coordination Group to lead on tackling period poverty across Haringey.	AD for Partnerships and Communities Cabinet Member for Health, Social Care, and Wellbeing	<ul style="list-style-type: none"> • Completing data review - September 2024 • Comms to promote provision - December 2024 Secure funding - December 2024
Vulnerable adults are supported and thriving	Services will be redesigned to deliver localities model to improve connections and understanding with the local community, designed with resident participation and incorporating Assistive Technology.	AD for Adult Social Services Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Implementation of a strength-based approach to assessments and review, which recognises residents' and carers' unique qualities throughout services.	AD for Adult Social Services Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Work with disabled people to explore changes in charging policy for people requiring independent living support.	AD for Adult Social Services Cabinet Member for Health, Social Care and Wellbeing	April 2026
	Review and improve the Direct Payments offer.	AD for Adult Social Services Cabinet Member for Health, Social Care and Wellbeing	Create a contractual commitment with voluntary sector groups (Disability Action Haringey [DAH]) for officers, which will be embedded into the locality footprint – two-year contract to 2026

	Improve financial outcomes for residents by ensuring funding arrangements for care are sourced and allocated from the correct funding stream.	AD for Adult Social Services Cabinet Member for Health, Social Care and Wellbeing	Dedicated CHC project improvement of workforce, skills - December 2024
	Refurbishment of the Canning Crescent clinic to create a new Adult Mental Health Facility.	AD for Capital Project and Property Cabinet Member for Health, Social Care, and Wellbeing	March 2025
	Working in partnership to reduce health inequalities to meet our ambition of equitable access, experience and outcomes.	Director of Public Health / AD for Partnerships and Communities Cabinet Member for Health, Social Care, and Wellbeing	<ul style="list-style-type: none"> • Develop programme and forward plan for the partnership Health Inclusion board - August 2024 • Developing data, information and insights approach to identify health inequalities - October 2024 • Working with the community networks and community action researchers to identify health inequities and barriers to access and co-produce community-based interventions – Ongoing • Develop and deliver community-based interventions to target health inequalities in conjunction with Health partners and the VCS. This includes the Thriving Community Zone, Healthy Neighbourhoods Programme and Community chest – Ongoing
	Improvements in transitions for younger adults. Promoting wellbeing and independence and finding	AD for Adult Social Services	March 2025

	innovative solutions to meet their needs and enhance their autonomy. This may be through education, volunteering opportunities and paid employment.	Cabinet Member for Health, Social Care and Wellbeing / Cabinet Member for Children, Schools and Families	
	Preparing for CQC Assurance inspection, with the aim of achieving an outcome of “Good”	Service Director ASC Cabinet Member for Health, Social Care and Wellbeing.	March 2025

Homes for the future

Outcome Areas

- Building high-quality, sustainable homes
- Improving social housing and the private rented sector
- Reliable, customer-focused resident housing services
- A reduction in temporary accommodation
- Preventing and reducing homelessness and rough sleeping.

Our vision is to create a borough where everyone has a safe, sustainable, stable, and affordable home. We prioritise housing and recognise that quality and availability have far-reaching consequences for residents' health, well-being, safety, and financial stability. Housing also presents one of the Council's most significant levers for responding to climate emergencies, supporting residents during the cost-of-living crisis, addressing inequality, and building strong communities.

This theme outlines how we aim to achieve this vision and deliver Haringey the homes of the future, by focusing on increasing the number of high-quality and sustainable homes in the borough, improving the quality of our social housing and landlord services, working with other social providers and private landlords to improve the quality of their homes, and decreasing the number of homeless households and those presenting as homeless, including those who sleep rough.

How we will measure progress

- Number of starts on site for new council house building.
- Number of new council houses with planning permission.
- Percentage/Number of homes made decent.
- Repairs fixed right first time.
- Number of households in temporary accommodation.
- Number of homelessness prevention/relief for single adults.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
Building high-quality, sustainable homes	Adopt a New Local Plan.	AD for Planning, Building Standards and Sustainability Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Publish draft Local Plan for consultation - Summer/Autumn 2024 • Submit Local Plan for examination - Summer 2025 • Adopt New Local Plan - Winter 2025
	Meeting our housing target by granting planning permissions in accordance with our policies and quality standards, through our Development Management and Building Control services.	AD for Planning, Building Standards and Sustainability Cabinet Member for Housing and Planning	Annual target of 1592 houses, including affordable, in Haringey
	Building new council homes.	AD for Housing Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • 500 delivered and handed over. Start on site for 300. Planning permission for 300 – April 2025 • We will have a total of 2,600 homes with planning permission. 2,500 will have started on Site and 950 new homes will have handed over – April 2026
	Develop Housing Delivery Strategy and priorities for 2032 and beyond.	AD for Housing Cabinet Member for Housing and Planning	Complete suite of new targets for post 2031 delivery completed – Q4 2025/26
	Commission a new strategy to guide the delivery of new supported housing.	AD for Housing Cabinet Member for Housing and Planning	Q4 2025/26
	Prepare a strategy on the future needs of housing for older people in Haringey,	AD for Housing Cabinet Member for Housing and Planning	Q2 2025/26

Improving social housing and the private rented sector	Complete void works to existing and newly acquired properties to bring up to a lettable standard.	Operational Director (OD) of Housing Services and Building Safety Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Complete annual programme of 400 voids per annum – 2024/25 -2025/26
	Deliver retrofit improvements in our housing stock, improving energy performance and reducing Fuel Poverty.	OD of Housing Services and Building Safety Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Delivery of Coldfall Project - March 2026 • Delivery of Capital Works Programme (2024/25) which includes Energy Improvement Works – March 2025 • Delivery of Capital Works Programme (2025/26) which includes Energy Improvement Works – March 2026 • Ensure our housing stock has an average EPC B rating - 2035
	Deliver Council Housing Energy Action Plan.	AD for Planning, Building Standards and Sustainability / OD of Housing Services and Building Safety Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Bid for Social Housing Decarbonisation Fund (SHDF) Funding Wave 3 – Autumn 2025 • Delivery of 173 retrofitted properties on the Coldfall Estate – March 2026
	Deliver an Affordable Energy Strategy.	AD for Planning, Building Standards and Sustainability Cabinet Member for Climate Action, Environment, and Transport	Strategy completed - Summer 2025

	Deliver our Decent Homes programme.	OD of Housing Services and Building Safety Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • 700 homes made decent - March 2025 • 100% of homes made decent - 2028
	Improve quality of Property Redress Scheme (PRS) through the Council's property licensing schemes by ensuring standards are met at application stage through compliance inspections.	AD for Stronger and Safer Communities Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Number of compliant Selective and HMO Licenses issued. <ul style="list-style-type: none"> ○ 4000 - 2024/25 ○ 4000 - 2025/26 • Number of Compliance inspections undertaken <ul style="list-style-type: none"> ○ 3000 - 2024/25 ○ 4000 - 2025/26
Reliable, customer-focused resident housing services	Undertake a full review of all policies relating to our tenants and leaseholders in our role as their landlord.	AD for Housing Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Full review of priority policies – Q3 2024/25 • All policies to have been reviewed - Q4 2025/26
	Deliver our Housing Improvement Plan.	OD of Housing Services and Building Safety Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • First plan runs - March 2025 • Deliver updated plan subject to available resources - 2026
	Implement the new consumer standards across our services to meet our obligations under the new social housing regulation regime.	OD of Housing Services and Building Safety Cabinet Member for Housing and Planning	Inspection – Q3 2024/25
	Reduce rent arrears and boost income collection rates.	AD for Housing Management	<ul style="list-style-type: none"> • Collect 97.5% - 2024/25 • Collect 98% - 2025/26

		Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Embed automations to managed Universal Credit housing cost verifications - December 2024
	Provide more accessible housing management services.	AD for Housing Management Cabinet Member for Housing and Planning	October 2024
	Collect household profile information and use resident data to shape and deliver excellent housing management services.	AD for Housing Management Cabinet Member for Housing and Planning	December 2024
A reduction in temporary accommodation	Acquire 150 new homes to use as high-quality temporary accommodation or other non-secure housing.	AD for Housing Cabinet Member for Housing and Planning	Q4 2025/26
	Refresh temporary accommodation (TA) placements policy and PRS discharge policy.	AD for Housing Cabinet Member for Housing and Planning	Q3 2024/25
	Improve standards in TA by increasing the number of tenancy audits and improving void turnaround time.	AD for Housing Demand Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Review and revise inspection programme - 2024/25. • System specification/enhancement to be completed – Q1 2024/25
	Reduce the use of bed and breakfast (B&B) and move those in B&B to alternative TA or Permanent Accommodation	AD for Housing Demand Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Reduce the average stay in B&B to 4 weeks - June 2024 • Reduce by half the number of households in B&B - September 2024. • Reduce the average stay in B&B to 1 week - December 2024 • End the use of B&B - March 2025

	Provide better support for single homeless households with complex needs. Identify suitable support for vulnerable adults placed in TA.	AD for Housing Demand Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Move on plans and support plans in place for all single vulnerable residents in TA - September 2024 • Joint working arrangements/protocol in place with ASC to support the most vulnerable residents in TA - October 2024. • Completion of supported housing review - October 2024
	Improve our access to private rented sector accommodation as a long-term housing solution by improving our offer to landlords and working with landlords raising their awareness of our offer.	AD for Housing Demand Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Benchmark landlord offers against other authorities – Q2 2024/25 • Promote offers through social media channels – Q2 2024/25
Preventing and reducing homelessness and rough sleeping	Develop a new Housing Allocations Policy.	AD for Housing Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Final draft – Q2 2024/25 • Final policy – Q4 2024/25
	Co-produce a new Homelessness Strategy with partners in the borough.	AD for Housing Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Final draft - Q2 2024/25 • Final policy - Q4 2024/25
	Improve data collection to ensure rapid accommodation options are available for people who are rough sleeping.	AD for Housing Demand Cabinet Member for Housing and Planning	Finalise Homeless Reduction Dashboard - June 2025
	Bid for available revenue and capital funding to build more accommodation for people rough sleeping.	AD for Housing Demand Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Rough Sleeping Initiative submission - April 2025 • All capital and revenue grant funding will be considered - April 2026

	Improve move-on rates into the private rented sector for people affected by rough sleeping, through dedicated and skilled private rented sector (PRS) acquisitions officer roles, encourage move-on as a priority for all services and better understand barriers.	AD for Housing Demand Cabinet Member for Housing and Planning	Repurpose move-on funding into centralised team - April 2025
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Safer Haringey

Outcome Areas

- Secure and supported communities
- A reduction in violence against women and girls (VAWG)
- A reduction in hate crime

Our vision for Haringey is a borough safe for all its residents. We recognise experiences of crime and perception of safety feels different for residents depending on where they live, and on personal characteristics like sex and ethnicity. Through the activities below we are focussed on increasing safety and security for the borough's most vulnerable groups.

Our work with partners will be crucial to this, who include enforcement agencies, organisations from the voluntary and community sector and Haringey's own residents. Key focuses in this section include building trusting relationships between communities and enforcement agencies, and providing accessible, reliable support services, which provide agency to victims, residents and communities.

How we will measure progress

- MOPAC Public Attitude Survey to measure trust in enforcement agencies.
- Total count of criminal offences per 1000 population.
- Levels of Antisocial behaviour per 1000 population.
- Levels of nondomestic abuse violence with injury per 1000 population.
- Percentage of residents reporting that they feel safe (during the day and after dark).
- Domestic abuse offenses per 1000 population.
- Hate crime offenses per 1000 population.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
Secure and supported communities	Raising awareness of adult and child exploitation and modern slavery making information about exploitation more accessible through the Council's website, media campaigns and local engagement.	AD for Stronger and Safer Communities Cabinet Member for Communities	<ul style="list-style-type: none"> • Modern Slavery Action Plan – runs until April 2026 • Review action plan – April 2025
	Increasing trust and confidence in the local authority and policing with communication and visibility activities like engagement events, community forums, and weeks of action (WOA) where activity is focused on a specific area.	AD for Stronger and Safer Communities Cabinet Member for Communities	<ul style="list-style-type: none"> • Seven WOAs planned - 2024/25. • A further series of bi-monthly WOAs will then be planned – 2025/2026
	Invest in street lighting, changing streetlights to LED and installing additional lighting in areas where residents don't feel safe.	AD Direct Services Cabinet Member for Resident Services and Tackling Inequality	Deliver the 2024/25 and 2025/26 Street Lighting Investment Plans that include lighting column replacement, redistribution and new provision
	Designing crime prevention interventions and tackling crime and anti-social behaviour (ASB) issues generally as part of Shaping Tottenham (including work in Bruce Grove, Seven Sisters and Northumberland Park as priority areas) and Shaping Wood Green.	AD for Regeneration and Economic Development Cabinet Member for Communities	<ul style="list-style-type: none"> • Your Bruce Grove - October 2024 • Seven Sisters - December 2024 • Northumberland Park - August 2024
A reduction in violence against women and girls	Continue to develop and pilot work on a Safer Parks for Women and Girls Network.	AD Direct Services Cabinet Member for Health, Social Care and Wellbeing	<ul style="list-style-type: none"> • Focused work on women and girls sport - 2024/25 • Visual tool and Signage - 2024/25 • Develop parks young women network - 2025/26.

			• Use of space training - 2025/26
	Increase the number of safe havens in local businesses for women to use at night.	Director of Public Health Cabinet Member for Health, Social Care and Wellbeing	15 new havens - January 2025
	Develop a new training offer to raise awareness and support professionals and residents in accessing the diverse VAWG services available, ensuring victims are signposted to the correct support in a timely manner, supporting prevention, and promoting earlier intervention.	Director of Public Health Cabinet Member for Health, Social Care and Wellbeing	Training will be rolled out – 2025.
	Coordinate and introduce a VAWG residents association, and a training offer for residents.	AD for Housing Demand Cabinet Member for Health, Social Care and Wellbeing	January 2025
	Create a VAWG and housing pathway that supports all teams in both internal housing and external domestic abuse services.	AD for Housing Demand Cabinet Member for Health, Social Care and Wellbeing	December 2024
	Hearthstone to collaborate with Haringey Repairs Team to develop an improved service offer and process for the Sanctuary scheme.	AD for Housing Demand	<ul style="list-style-type: none"> • Main deadline - March 2024 • Toolbox Talk Training to begin - August 2024

		Cabinet Member for Housing and Planning	
	Continue to improve our housing response to domestic abuse by working towards Domestic Abuse Housing Accreditation (DAHA) within Housing Demand and Placemaking and Housing.	OD of Housing Services and Building Safety Cabinet Member for Housing and Planning	April 2026
A reduction in hate crime	Providing hate crime awareness training and briefing sessions to front line organisations, including Council staff and schools.	AD for Stronger and Safer Communities Cabinet Member for Communities	<ul style="list-style-type: none"> • Training rolled out - 2024. • Six training/briefing sessions per year.
	<p>Create and distribute resources to support the Hate Crime Strategy, that raise awareness of hate crime, its definition and how we can prevent it, as well as organising community meetings, to provide spaces for victims' feedback to be heard.</p> <p>This will include:</p> <ol style="list-style-type: none"> 1. Materials which clarify what constitutes hate crime, and the definitions adopted by the Council. 2. Materials which promote and celebrate diversity and foster a sense of community in all educational settings. 3. Guidance on the prosecution process for hate crime, to help victims better understand their rights. 	AD for Stronger and Safer Communities Cabinet Member for Communities	<ol style="list-style-type: none"> 1. December 2024 2. September 2024 3. April 2025 4. Roll out in 2024/25, with an aim of 4 sessions per year. 5. October 2024

	<p>4. Community sessions which make space for victims to be heard and give feedback on their experiences.</p> <p>5. Community participation in National Hate Crime Awareness Week.</p>		
	<p>Provide multiple avenues for reporting by collaborating with community organisations and third-party reporting services, to enhance reporting processes including:</p> <ul style="list-style-type: none"> • Collaboration with Haringey Multi-Faith Forum to explore third party reporting in faith settings. • Work with the Metropolitan Police Hate Crime team and LGBTQ+ Community Liaison Officers to identify ways to make reporting more accessible 	<p>AD for Stronger and Safer Communities</p> <p>Cabinet Member for Communities</p>	<ul style="list-style-type: none"> • Establish third party reporting process for faith settings - 2024/25. • Roll out to other strands of hate crime - 2025/26.

Culturally rich borough

Outcome Areas

- A thriving arts and culture sector supported by the Council's collaborative approach.
- Promoting an ambitious culture programme for Haringey
- An engaged and inclusive approach to cultural participation
- A cultural infrastructure to be proud of.

Haringey is home to a thriving cultural sector. Our borough has long been a haven for creatives and visionaries, providing a platform for voices that challenge, provoke, and inspire. Whether it's through groundbreaking theatre productions, boundary-pushing exhibitions, or grassroots community projects, Haringey's arts scene embodies the rebellious ethos that defines our identity.

As we look forward to becoming the London Borough of Culture (LBoC) for 2027, we will be ramping up our cultural activities and programming, promoting our diverse arts and culture sector and involving our communities in decision making. At the core of this is our commitment to upholding the principles of social justice, equality, and freedom of expression.

Our history of resistance serves as a powerful reminder of the transformative potential of collective action and the enduring legacy of those who dared to defy the status quo. In Haringey, rebellion isn't just a moment—it's a culture, driving us to imagine, innovate, and create a brighter, more equitable future for all— it is who we are.

How we will measure progress

- Participation engagement with cultural events and civic calendar.
- Number of events delivered.
- Library footfall numbers.
- Number of organisations hiring space in libraries for external events.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
<i>A thriving arts and culture sector supported by the council's collaborative approach, ready to co-create LBoC in 2027</i>	Work with the local culture sector and VCS to establish a LBoC Delivery Plan.	AD for Culture and Creativity Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • Establish highly engaged, representative external and internal creative networks and steering groups -Q4 2024/25 • Coproduced LBoC Delivery Plan – Q1 2025/26
	Increase opportunities to showcase local creativity and heritage through an Arts & Culture Events programme, including Rebel Borough themes.	AD for Culture and Creativity Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • Simplify processes for community-led event delivery – Q4 2024/25 • Ensure Rebel Borough theme is embedded through programmes, resources and walking trails highlighting the rich cultural heritage and stories of innovation and creativity in our borough – Q4 2025/26 • Review and implement a new approach to Arts & Culture Events – Q1 2025/26
<i>Promoting an ambitious arts & culture programme for Haringey, leading to LBoC 2027</i>	In preparation for LBoC, develop and support a borough wide tourism offer in Haringey.	AD for Culture and Creativity Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • Develop a Destination Haringey Plan and associated marketing campaign – Q4 2024/25 • Implement and monitor Destination Haringey marketing campaign in alignment with LBoC – Q4 2025/26
	Promote and elevate arts and culture initiatives and borough wide programmes	AD for Culture and Creativity Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • Working collaboratively to develop a dedicated Haringey Arts & Culture visual identity, marketing strategy - Q2 2024/25

			<ul style="list-style-type: none"> • Implement strategy and Visual Identity and build comms channels – Q4 2025/26
An inclusive approach to arts & culture participation	Ensure participation in arts and culture events is reflective of our borough's communities.	AD for Culture and Creativity Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • Understand barriers to participation – Q3 2024/25 • Develop an inclusive approach to ensuring arts & culture opportunities are reaching communities – Q1 2025/26
	Ensure youth voice is integral to the council's arts & culture decision making, planning and programming, particularly in preparation for LBoC.	AD for Culture and Creativity Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • Creative youth network established – Q3 2024/25 • Future Curator's programme established – Q4 2025/26
	Develop a creative volunteering / champions programme in collaboration with our cultural venues, VCS and other relevant partners.	AD for Culture and Creativity Cabinet Member for Culture and Leisure	Creative Volunteering programme developed – Q4 2024/26
	Develop creative education programmes in collaboration with the borough's local Cultural Education Partnership, in response to Rebel Borough theme.	AD for Culture and Creativity Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • In collaboration with Haringey Creates develop a Creative Education Activity Plan – Q2 2024/25 • Deliver Cultural Education Activity Plan - Q3 2024/25
A cultural infrastructure to be proud of	Adopt a more strategic approach to investment in the borough's arts & culture assets	AD for Culture and Creativity Cabinet Member for Culture and Leisure	Map external funding plans and support applications where appropriate - Q4 2024/25
	Deliver an Arts & Cultural Strategy with clear, shared priorities	AD for Culture and Creativity	Cultural Strategy adopted – Q2 2024/25

		Cabinet Member for Culture and Leisure	
	Working alongside key partners develop a Libraries Strategy	AD for Culture and Creativity Cabinet Member for Culture and Leisure	Library Strategy developed - Q3 2024/25
	Successfully deliver existing capital programmes in the borough's culture assets- Libraries and Bruce Castle Museum.	AD for Culture and Creativity Cabinet Member for Culture and Leisure	Deliver existing capital programme of works in libraries and BCM – Q4 2024/25
<i>A highly engaged, responsive and collaborative VCS</i>	Working collaboratively with the strategic partner to ensure Haringey's VCS is thriving and actively engaged in borough initiatives.	AD for Culture and Creativity Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • VCS strategic partner in place – Q1 2024/25 • Launch capacity building partnership – Q4 2024/2 • Develop monitoring framework in line with VCS needs – Q4 2024/25

Place and economy

Outcome Areas

- Building an inclusive economy
- Shaping Tottenham
- Shaping Wood Green
- Planning and infrastructure.

Haringey is a place of opportunities and potential. Our unique positioning between central and outer London provides plentiful green spaces and excellent transport links, making Haringey a great place to live, work and play.

We are fast becoming a celebrated destination with Alexandra Palace, Finsbury Park and the Tottenham Hotspur Stadium attracting visitors from across the world to see music and sport. Our town centres and high streets are bustling. Wood Green is North London's major shopping destination and Green Lanes hosts London's main hub for Turkish and Kurdish food.

In this theme, we are taking action to enable a thriving economy and a pleasant place. Our vision is for an inclusive, more resilient local economy that can better withstand economic shocks and where our businesses can grow and thrive. We believe in a regional economy that works for residents, where everyone can find access to rewarding work that pays a living wage. We are committed to working in partnership with residents to improve the local area, and through the programmes Shaping Wood Green and Tottenham, we have created a vision for short-, medium- and long-term transformation rooted in what residents, businesses and visitors have recently told us. This theme highlights the critical activity we will take over the next two years to deliver on these visions.

How we will measure progress

- Employment rate of 16–64-years-olds.
- Gross median weekly pay.
- Birth of new enterprises and number of high growth enterprises.
- Resident reporting satisfaction with local area as a place to live (relevant wards in Tottenham and Wood Green).
- Percentage of non-major planning applications decided on time.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
Building an inclusive economy	Continue to enhance our hub and spoke model for Haringey Works and Haringey Learns working in areas of greatest need and aligning with the Council's emerging Community Hubs and preventative approach.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	March 2025
	Employer-focused training provision.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	October 2024
	Adopt a Social Value Policy.	Head of Strategic Procurement Cabinet Member for Finance and Corporate Services	September 2024
	Develop and deliver new sector work plans focusing on growth employment sectors including Green, Construction, Health and Social Care and Creative industries.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Sector Plans produced - December 2024 • Fast Followers programme completed - March 2025
	Produce evening and night economy plans for our key regeneration areas, with an initial focus on Wood Green.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	December 2024
	Supporting high streets, town centres, local businesses, and industrial estates as destinations	AD for Regeneration and Economic Development	Approve market strategy - May 2024 (Subject to above delivery plan implemented in May 2025)

	to flourish through business support, advice and access to funding.	Cabinet Member for Placemaking and Local Economy	
	Deliver our affordable workspace ambitions through Opportunity Haringey Workspace fund award(s) and the Workspace Design Guide (embedded as a supplementary document in our Local Plan) and updating of our workspace providers list.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Award workspace Fund - June 2024 • Workspace Design Guide adopted - Autumn 2024 • Stage 1 Delivered - November 2025 • Stage 2 Delivered - March 2026
	Creating and supporting a new Haringey Business Forum and local business forums and networks.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Phase 1 - November 2024 • Phase 2 - Summer 2025
	Develop a clear approach for attracting new investment into borough for our key sites and spaces.	AD for Regeneration and Economic Development Cabinet Member for Finance and Corporate Services	<ul style="list-style-type: none"> • Attendance at London Real Estate Forum (LREF) - September 2024 and 2025 • Attendance at the UK Real Estate Investment and Infrastructure Forum (UKREiiF) - May 2024 and 2025
	Delivery of an Enterprise Hub in Wood Green as a new workspace for subject-matter experts (SME).	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	Spring 2025
Shaping Tottenham	Deliver Your Bruce Grove Placemaking Delivery Programme.	AD for Regeneration and Economic Development	<ul style="list-style-type: none"> • Pride in Bruce Grove completed - March 2024 • Bruce Grove Public Convenience Completed - March 2024

		Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Bruce Grove Forecourts completed - Spring 2024 • High Streets Heritage Action Zone Shopfronts and Forecourts Improvements - Summer 2024 • Delivery Programme for Holcombe Market and Streets and Spaces improvements agreed with Highways - March 2025 • St Marks Shopfronts, public realm and heritage conservation works completed - March 2025
	Delivery of the Northumberland Park Community Placemaking Plan.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Finalise community engagement of Northumberland Park Homes and Spaces Plan - December 2024 • Housing public realm improvements - March 2025 • Approval of the Homes and Spaces Plan - March 2025 • Approval of Sites for Housing Delivery - March 2025
	Deliver a new neighbourhood at Selby Urban Village.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Submission of codesigned planning applications for the scheme - August 2024 • Start on site of phase one, community centre - June 2025 • Start on site for phase two, housing - March 2026
	Delivery of a new residential neighbourhood and local centre in North Tottenham (High Road West).	AD for Regeneration and Economic Development	<ul style="list-style-type: none"> • Progression of works for 61 Council homes at Phase 1A - July 2024 • Approval of the detailed application for remaining social housing in Phases 2 and 3 - July 2025

		Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Start on site for the community square - April 2028 • Review of vision and brief for the Library and Learning Centre - July 2025 • Approval of the High Road West socio-economic strategy update and delivery plan - August 2024
	Deliver the Your Seven Sisters Placemaking Programme.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Temporary Seven Sisters Market and Tottenham Green Spring Festivals completed, SMART Map of Culture Launched 'Tottenham Tales', contract in place for delivery of Seven Sisters Station lift scheme, launch of Liveable Seven Sisters engagement – Spring 2024 • Tottenham Green Summer Festival launched – Summer 2024 • New Council-led delivery approach to Wards Corner agreed – Summer 2024 • Business case for new Council-led delivery approach to Wards Corner approved by Cabinet – Winter 2024 • Liveable Seven Sisters 'Quick Wins' delivered, contract in place for public realm improvements – Winter 2024 • Improvements to Page Green Common delivered – Spring 2025
	Deliver Tottenham Hale Placemaking Programme – Current Phases.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Down Lane Park: Completion of all phases - March 2027 • The Paddock – March 2025. • Park View Underpass – March 2025 • Tottenham Hale Streets and Spaces - March 2025

			<ul style="list-style-type: none"> • TH Housing Zone: All remaining Housing Zone funding for Streets and Spaces delivery to be drawn down - March 2025
	Development of Shaping Tottenham strategy and work programme, building on Tottenham Voices engagement.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	Summer 2024
Shaping Wood Green	Eat Wood Green community-led growing at Wood Green Library.	AD for Regeneration and Economic Development Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> • Construction complete - June 2024 • Activation project complete - Summer 2025
	Deliver an Enterprise Hub at 40 Cumberland Road.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> • Construction complete - April 2025 • Launch - Summer 2025
	Improvements to Wood Green Common and Barratt Gardens.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	End of 2025
	Delivery of public realm improvements to Penstock Tunnel.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	Autumn 2026

	Library Forecourt Taskforce to collaborate on the delivery of public realm improvements to the library forecourt.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	Summer 2025
	Wood Green Central strategy for transformation of Council assets.	AD for Regeneration and Economic Development Cabinet Member for Placemaking and Local Economy	Autumn 2025
Planning and Infrastructure	Adopt new Local Plan.	AD for Planning, Building Standards and Sustainability Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> • Publish draft Local Plan for consultation - Summer/Autumn 2024 • Submit Local Plan for examination - Summer 2025 • Adopt New Local Plan - Winter 2025
	Reduce the planning application backlog.	AD for Planning, Building Standards and Sustainability Cabinet Member for Housing and Planning	Summer 2024
	Implement the Planning Service Peer Challenge Action Plan, including on commerciality.	AD for Planning, Building Standards and Sustainability Cabinet Member for Housing and Planning	Autumn 2024
	Allocate funding received from developers through Neighbourhood Community Infrastructure Levy (NCIL) to enable delivery of	AD for Planning, Building Standards and Sustainability	Winter 2024

	local infrastructure projects, potentially through a participatory budgeting approach.	Cabinet Member for Finance and Corporate Services	
	Develop Haringey strategy on publicly accessible toilets.	Director of Public Health Cabinet Member for Health, Social Care, and Wellbeing	April 2025