Corporate Delivery Plan 2026-2028

Introduction

Haringey can do better. And together we can make it happen.
For far too many people in Haringey, life is tougher than it should be. Everyday essentials like good food and energy are becoming harder to afford. Too many people are living in homes that are cold, damp, or in need of repair, while the dream of having a secure home is increasingly out of reach. The places that bring us together, our community centres, libraries, and parks, are under immense pressure from years of budget cuts. And more than half of our residents feel decisions are made without them, rather than with them.

As Haringey's first ever Green administration, we were elected on a promise to do things differently. To improve housing, create better public spaces, protect nature, help residents who are struggling financially; and make sure Haringey's wealth and assets work for the people who live here. To put power back into the hands of residents.

And to build a council that cares; one that listens and treats people with dignity.

This corporate delivery plan sets out how we will start to deliver on those promises. From improving the services people rely on, including housing repairs, customer services and tackling fly-tipping, giving residents a greater say in council decisions and making better use of public resources. Our aim is simple: people should see and feel the difference in their everyday lives.

We know change will not be straightforward. More than 15 years of austerity has taken its toll on the services residents rely on, and the climate crisis is bringing new pressures and costs that will only grow. We face difficult choices about how best to use the resources we have. We cannot solve every problem overnight, and we cannot – and should not – do everything by ourselves.

That means changing the relationship between the Council and the communities we serve. Residents should not be consulted just to tick a box. They should have a meaningful say in the decisions that shape their lives and neighbourhoods. Community organisations, voluntary groups, trade unions, local businesses, and partners all have a part to play.

We will achieve more when we work together, when the knowledge and experience of local people genuinely influences what we as a Council do.

For too long, residents have had to put up with crumbling public services, poor housing conditions, untended parks, skyrocketing bills and rents, long response times and lengthy waiting lists.

Haringey deserves better. A Council that listens and acts on what residents tell us. That gives communities more power to shape their own neighbourhoods and works to deliver the safety, security, and decent lives everyone deserves.

This plan is about building a borough where everyone can live in a decent home, where public spaces belong to the community, where local people have a genuine say in the decisions that impact them.

And together, that is exactly what we are going to do.

Cllr Mark Blake
Leader of Haringey Council

How we will work

We know that the way we work is as important as what we do. Too often residents, communities and businesses tell us that the council doesn't listen; feels like a barrier to positive action; and is not easy to work with.

How we will work differently:

1. **Build trust through transparency and accountability**
    - Hold regular Town Halls to listen and engage with residents and act on feedback
    - Publish more information about our financial position and performance
    - Better, clearer feedback following consultations
    - Be honest about the challenges we face
2. **Share power and decision-making**
    - Shared ownership of libraries, parks and leisure
    - Participatory budgeting
    - Co-produce a community vision for Finsbury Park
3. **Bring people together**
    - A new approach to community assets under the banner of the Popular Assets Commission
    - Be a' Borough of Welcome' and stand against division and hate
    - Deliver a London Borough of Culture programme that shares and celebrates the cultures of our diverse communities
4. **Let good things happen**
    - Review how all our services are provided and ask, "is the Council the right organisation to deliver this service? Can it better be delivered by the community?"
    - Support and empower residents to take positive action themselves

The format of this document

‘Haringey 2035: our vision’ was agreed by Full Council in 2025. It set out an ambitious agenda to ensure all residents have the opportunity to thrive, that quality of life in every part of the borough is comparable to our cleanest, greenest and safest neighbourhoods; and that Haringey is a place where people can put down roots and feel they can belong. The vision set out six ‘calls to action’. This Corporate Delivery Plan runs for the next two years. To ensure that its deliverables contribute to achieving the Haringey 2035 vision, it uses the 'calls to action' as a framework. There is an extra section added at the end which sets out the actions the council will be taking to improve and modernise how it works as an organisation.

Safe and affordable housing

Every resident in Haringey deserves a high quality, safe, affordable home. Without that, our vision of a borough where everyone can belong and thrive can never be truly fulfilled.

As the housing crisis rages around us the role we must play in building and improving council homes; tackling rogue landlords, preventing homelessness and rough sleeping; ensuring building safety; and supporting high-quality development has never been more important.

We will work across each of these areas over the next two years to ensure we make the most of the homes we have, expedite the building of new homes and make maximum possible use of the new powers we have to hold bad landlords to account.

We also know we have to be a better landlord too. The Regulator of Social Housing report is clear, we are not currently doing a good enough job of meeting the standards our tenants and leaseholders have the right to expect. We will develop and deliver a Housing Transformation Plan to address these serious failings as quickly as we can.

This will sit alongside the investment of almost £600m through our Fixing Haringey Programme. This longer-term investment in the fabric of our blocks will reduce the number of short-term repairs we are doing and provide real solutions to the root causes of issues like leaks, damp and mould.

In short, we will fix what is broken, build for the future and protect those at the sharp end of a housing crisis, and we will do all in our power to end rough sleeping for good.

	Goal	**Action**	**Measure of success**	**Delivery date**
1	Overhaul and transform our housing services to allow us to move as quickly as practicable to a position of compliance with all the Regulator of Social Housing consumer standards.	Introduce a Transformation Plan to address the failures identified by the Regulator of Social Housing. This will cover our systems, processes, technology and organisational culture. We will put in place new governance arrangements to ensure the delivery of the Transformation Plan is transparent with	A transformation plan and performance and assurance framework agreed	Early 2027

		new quarterly updates for tenants and leaseholders. We will appoint a new Corporate Director for Housing and an independent chair of our Housing Improvement Board. We will work closely with the Regulator of Social Housing and other external partners to ensure that the transformation is robust, sustainable and independently assessed.		
2	Fixing Haringey Homes	Improve the quality, condition and energy efficiency of existing council homes through a major programme of planned investment. Deliver improvement in fire and structural safety works across the housing stock Complete overhaul of our housing repairs service to improve the delivery of responsive repairs and ensure compliance with Awaab's law. Communication to tenants and leaseholders throughout the repairs process will be improved via the introduction of a portal with real time updates.	All homes meet the 'decent homes' standard Number of homes at EPC rating C or above increases by 500 Compliance with key performance indicators and regulatory requirements as set out in Housing Transformation Plan	90% by April 2027. 100% by December 2028 March 2028 Plan approved in early 2027
3	Reduce the number of empty homes	Deliver a significant reduction in empty council and temporary accommodation properties through a Voids Service Modernisation Programme that will reduce	Average total number of voids (decrease)	Deliver the Voids Service Modernisation

		‘turnaround’ times to relet properties when they become vacant. Use the powers the council has to take enforcement action on long-term empty private properties	New turnaround time targets to be set and delivered 50 privately owned empty or nuisance homes to be reviewed each year with a view of bringing them back into use	Programme by March 2027 Net reduction of 350 voids by September 2027 Reactively and proactively identify and review 50 private homes each year
4	Deliver more council homes	Deliver at least 2,156 new council homes by 2030	Number of new council homes completed	1,600 by March 2028
5	Stand up for renters	Launch an investigation into Houses of Multiple Occupation in Haringey including the experience of renters who live in HMOs. Use findings to shape future council policy and action.	Delivery of report and recommendations	September 2027
6	Stand up for renters	Build on the successful launch of the Haringey Renters Forum	Quarterly meetings of the forum Views of Haringey renters embedded in council policy and action	Second forum to be held by March 2027
7	Stand up for renters	Maximise protection for renters through property licensing and enforcement by more compliance inspections, prosecutions and civil penalty notices. List rogue landlords on the Greater London Authority Tracker	Annual targets for enforcement outcomes	Consult on new property licensing scheme in November 2027

		Support tenants by sharing evidence to partnership agencies to support Rent Repayment Orders.		
8	Ensure high standards of building safety	Transform the council's building control team to ensure it can effectively meet new requirements including building safety, safety at sports grounds and dangerous structures.	Regulatory compliance A fully staffed building control service	December 2027
9	Improve the housing security and experience of households in temporary accommodation	Implement a Housing Demand Transformation Programme to improve quality of temporary accommodation as well as delivering increased value for money to the council Focus on reducing reliance on 'nightly paid' accommodation and secure longer-term forms of temporary accommodation that can provide more stability for households, especially those with children and adults with complex needs. Develop, consult and implement a new Housing Allocations Policy	250 homes acquired per year Proportion of temporary accommodation that is nightly paid (reduce) Number of children living in nightly paid accommodation (reduce) Number of adults with complex needs moved into suitable supported accommodation or living in their own home or with family (increase)	March 2027 for delivery of 2026/27 programme outcomes and savings. Some programmes continue into 2027/28 to realise full benefits. New housing allocations policy adopted and implemented in September 2027
10	End rough sleeping	Work with grassroots organisations and the VCS on the development and adoption of a homelessness, rough sleeping and supporting housing strategy. Immediate action taken with an interim homelessness action plan.	Percentage of successful homelessness preventions (increase) Reduce long-term rough sleeping by 50% over the next 2 years	Interim homelessness action plan – Autumn 2026 Homelessness and Supported

			Ambition to achieve zero level of rough sleeping by 2030	Housing strategy – July 2027
11	End rough sleeping	Introduce specialist substance misuse support for people who are homeless or rough sleeping, enabling them to access treatment and accommodation.	250 people with history of rough sleeping in treatment annually 19% making progress in treatment	Annual target

Thriving Places

Haringey is an incredible, diverse borough with so much to celebrate. We have a wealth of public assets - wonderful parks, vibrant high streets, fantastic libraries, busy leisure centres. We also have great people who strive every day to improve their local area, build community connections and make Haringey the place it is. We know that making the most of public spaces and places is critical to achieving our vision of a future where everyone can belong and thrive. We also know that thriving communities are liveable communities with green spaces and trees at their heart.

Over the next two years we will focus on building a borough where communities are more connected, empowered and supported to work together. These connections will be found in vibrant community and cultural spaces in every neighbourhood, accessible to all, managed by and for the community.

We are committed custodians of Haringey's inherited green infrastructure as well as respecting the value of our historically significant buildings. This includes our historic Victorian parks, green spaces, waterways and rivers, ancient trees and woods.

We will protect and improve our public assets – continuing to invest in our parks and leisure centres. We will do this working in a renewed partnership with 'friends' groups, resident associations and other residents who have such a critical role to play. We will build on the strength of existing high streets, industrial estates and businesses to nurture a vibrant and growing local economy.

It is important to acknowledge that communities can only thrive when residents and visitors feel safe and welcome on our streets and in our neighbourhoods. There is a clear link to the priorities and actions under the Feeling Safe and Being Safe call to action which are set out later in this plan.

	Goal	**Action**	**Measure of success**	**Delivery date**
12	Support community organisations with secure and affordable spaces	Establish a Popular Assets Commission	Co-create public community partnerships with community groups which empower the delivery of social value to meet community needs	Proposal and implementation plan agreed by March 2027
13	Support community organisations with secure and affordable spaces	Amend the social value leases policy, learning from the pilots to ensure rents are genuinely affordable and contributions from community groups	Uncertainty over key assets will be resolved Number of community centres with an agreed, up to date lease (increased)	Cabinet approval of new policy in Spring 2027

		are related to their size, turnover and ability to pay.	Evidence of social value impact of groups in council-owned community assets (increased)	
14	Empower and enable community organisations	Working closely with the Haringey Community Collaborative to deliver the Voluntary and Community Sector (VCS) Action Plan including mapping current VCS provision against community need and supporting community organisations to improve their financial sustainability	VCS organisations will report increased trust in the council There will be an increase in collaboration between the council and the VCS Increase in external funding coming into Haringey	Initial mapping of council funding relationships with the VCS completed by November 2026. Mapping VCS provision against community need completed in spring 2027.
15	Build financial resilience in our systems and for our communities.	Renew our focus on tackling the root causes and impacts of poverty through the delivery of our Anti Poverty Strategy. Support community and system financial resilience through better coordination with the VCS, ensuring a joined-up approach and an increase in understanding of residents in crisis not captured in the Low Income Family Tracker (LIFT) database. Use the Crisis and Resilience Fund (CRF) to support residents in crisis and to increase their longer-term financial resilience.	Number of unique residents/households supported via the CRF (increase) Value of additional benefits and grant income claimed by residents following support (increase) % of residents in the LIFT categories of crisis and at risk (reduce)	Cabinet approval of the Anti-Poverty Strategy and policy; and spend of years 2 and 3 of the CRF in February 2027. Cabinet decision about consulting on

		Review the Council Tax Reduction Scheme (CTRS) to focus support on residents most in need, improve efficiency, transparency and reduce administration costs.		a new CTRS policy in Spring 2027.
16	Continue to improve our leisure centres	Working with centre users through 'Open Forums' and feedback forms we will focus on improving the maintenance and cleaning issues that matter most to centre users; ensure the service meets resident needs; and is accountable and transparent about the direction of the centres. Through longer-term investment we will continue to enhance and renew the buildings and equipment and widen the offer of activities. We will achieve greater financial sustainability for the centres via increased bookings, broader programming, marketing and memberships	Quarterly Open Forums for each centre with positive feedback on progress Increase in completed maintenance tasks Monthly cleaning audit scores improve Membership levels (increase) Reactive maintenance costs (decrease) Updated programming across centres and personal training offer introduced Streamlined digital user journey for booking and membership implemented	Open Forums held quarterly from Autumn 2026
17	A new plan for Finsbury Park	Hold community conversations with residents, 'friends' groups and other groups active in the parks about how Finsbury Park develops leading to a	A vision for the park is produced and embedded into the Green Flag Management Plan for the park	Autumn 2027

		co-produced community vision for the park Explore new ‘open meetings’ to improve transparency and accountability of the direction of Finsbury Park. Work with existing event partners to reduce the impact of large commercial events; improve year-round benefits and reduce environmental impacts. Publish a nature recovery plan with the aim of raising the park from SINC Borough Grade 2 to Borough Grade 1. Develop the use of the nursery for growing climate resilient plants and trees; and creating volunteering opportunities for the community.	Scope new approach to community engagement and open meetings New mains electricity supply installed using renewable energy to reduce the impact of events on air quality. Future event hire contracts have stronger environmental controls. A new Nature recovery plan for the park is implemented.	Summer 2027 December 2027 Summer 2027 March 2028
18	Build shared ownership of libraries	Through stronger working with Library ‘friends’, local residents and businesses we will improve our library service Work with ‘friends’ of library groups on the implementation of library development plans for each library. Enable residents and partners to shape what happens in libraries (programming, activities etc) with the	A 5% increase in community-led and partnership-delivered events during 2026/27, with further growth in 2027/28 Growth in the number of active volunteers, ‘friends groups’ and community partners supporting libraries. Delivery of actions within individual library development plans.	March 2028

		council acting as a facilitator rather than just a service provider.	Increased library visits and active users against the 2026 baseline. Positive feedback from residents and partners on opportunities to influence and shape library services.	
19	Build shared ownership of parks	Establish new ways that residents can initiate and contribute to activities in and the priorities of our parks, including exploring shared visions and developing new open meetings with the various communities active in our parks. Improve communications about the priorities and plans for our parks Focus on facilitating and enabling what communities want to do in our parks. Have a renewed focus on sponsorship activities and joint fundraising	Increases to the number of community focused and/or delivered events and activities in parks. Introduce a crowd-funding process 'Friends' groups report a stronger and more positive relationship measured through the annual parks survey Develop a communications plan for parks	March 2028
20	Prepare and protect our parks for climate change	Keep parks as clean, well-maintained, welcoming public spaces for residents and visitors. Support nature recovery and habitat restoration. Increase biodiversity through measures such as reduced	Satisfaction with cleanliness levels as measured by a new annual parks survey Clear plan for rubbish removal during summer and peak use times	Summer 2027 Spring 2028

		mowing and expanded wildflower meadows. Create more resilient green spaces through climate-adapted planting, tree renewal, create shading and sustainable landscape management. Develop events strategy (action plan) that prioritises community events and support for community groups.	New areas of habitat creation established across the borough including additional wildflower meadows. Develop a Local Nature Recovery Action Plan Events Strategy developed	Summer 2028 January 2027
21	Build greater pride in a cleaner borough - Love Haringey	A new approach to ensuring cleaner streets, parks and public spaces through the Love Haringey campaign. This will include community engagement; mobilising residents through litter-picks; improved education about legal and responsible waste disposal; strong enforcement targeted at repeat offenders; encouraging more reporting, community skip provision; and a review of CCTV. There will also be stronger enforcement against commercial waste offenders and landlords.	Enforcement, education and engagement delivered in respect of littering and fly tipping offences committed in the borough. Utilising Community Protection Warnings and Notices for fly-tipping and other waste offences. Introduce new Parks Bylaws and Public Space Protection Orders for dog control and BBQs	Agreed action plan to grow and expand the campaign to be in place by early 2027. New enhanced environmental enforcement contract to commence by Spring 2027. Feasibility study for community skips/and or bulky waste amnesty by Spring 2027. Review of CCTV provision with a

				delivery timescale of November 2027
22	Make the most of London Borough of Culture 2027 and deliver our wider culture strategy	Working with Haringey Culture Collective to ensure Haringey hosts a highly successful year as London Borough of Culture (LBOC).	Deliver a community cultural grants programme of at least £500k, funding at least 120 community projects Raise £9 in additional external investment for every £1 of the council's core funding 85 schools and 12,000 children & young people will take part during the year 300,000 people will participate in the programme, with online audiences of 450,000.	Successful Opening event in May 2027 Quarterly grants programme bidding rounds Closing event in March 2028
23	Valuing and promoting our heritage	Protect the long-term future of Bruce Castle Museum and archive as a key culture and heritage asset through developing a ten-year vision for its enhancement as a model civic museum and archive and attracting more external funding to supplement council investment.	A comprehensive vision and master plan will be developed Successful capital funding bids as LBOC legacy outcome Increased programme of events during LBOC year and beyond	Bids submitted to National Lottery Heritage Fund and Historic England on time during 2026/27 Artist commissioned to decorate building wrap during Phase 2 works in 2027 Artist commissioned to bring to life our Rebel Timeline, charting the borough's rich

				history of activism and protest from 1306 to present day. Agreed long term vision and investment plan by March 2028
24	Unlock our night-time economy	Supporting the night-time economy through licensing, transport and safety measures to develop Haringey as a night-time destination for residents and visitors. Work closely with Haringey Culture Collective to maximise opportunities from London Borough of Culture to ensure a lasting legacy for night-time businesses.	Utilising all council levers to strengthen the nighttime economy i.e. through licensing, transport and safety measures. LBOC events will lead to a measurable increase in evening activations against the Wood Green baseline feasibility study	Summer 2028
25	Tackle inequality in Northumberland Park	Establish a Northumberland Park Total Place Board comprised of key public, private and VCS groups to work with residents to improve future life chances of residents living in the area.	Place based governance board for Northumberland Park, including key partners and community representatives, established to drive improvement for residents living in the ward.	Summer 2027
26	Deliver community-led placemaking with a focus on Tottenham and Wood Green	Develop and submit a planning application for the Station Road sites. Deliver Your Seven Sisters and Your Bruce Grove including public realm and green space improvements. Delivery of Pride in Place programme.	Projects progressed to on-site delivery Resident satisfaction with outcomes delivered	Spring 2028 March 2027

		Work with partners to develop Tottenham Hale as a thriving neighbourhood. Work with local organisations to bring external funding to support community development opportunities.	Planning application submitted for Station Road sites	On-going
27	Supporting our high streets	Work with businesses in Tottenham to establish a new Business Improvement District to unlock investment and support the High Road Work with Wood Green Business Improvement District (BID) to expand to Green Lanes Develop a plan to maximise the legacy benefits of London Borough of Culture and hosting of the Euros in 2028 Support the creation of more local jobs by protecting industrial and employment spaces in the Local Plan and Inclusive Growth Plan. Harnessing Haringey's cultural assets and momentum to drive economic diversification and renewal of the borough's high streets	Tottenham BID established Expand Wood Green BID Reduced Vacancy Rates on high roads in Tottenham Bid and secure external grant funding to deliver Euro legacy benefits	March 2028 Plan launch in Spring 2027
28	Supporting access to Public Toilets	Increase access to publicly available toilet facilities across the borough and	Improved partnerships with local businesses and	Actions from the Toilet Strategy to be

		address gaps in provision in parts of the east of Haringey in Tottenham and Tottenham Hale which are regarded as “loo deserts”. Ensure that key considerations such as inclusive access, safety and cleanliness are embedded in the design and delivery of any new public toilets and that existing facilities continue to meet the needs of the public.	community groups, particularly in the east of the borough who can support in delivering the actions set out in the strategy and action plan	completed by February 2028 Toilet map to be updated annually following an audit of existing facilities.
29	Put communities in control of local investment	Develop participatory budgeting approaches that provide residents with more say in decisions about how resources are spent locally.	New ways of engaging residents in decisions about investments in their area are developed and being used.	Practical examples of this engagement approach in practise are evident by March 2028
30	Keep wealth in our communities	Support more small and medium-sized local businesses and community organisations to win contracts with the council. Develop a new Social Value and Responsible Procurement Policy to ensure that we get the maximum public value for every pound the council spends	A new social value and procurement policy approved. New practical support for SMEs and VCS including ‘meet the buyer’ events. Number of SMEs in the council supply chain (increase) Number of VCS organisations in the council supply chain (increase)	Outcomes embedded in council procurement policy and process by June 2027

			Positive feedback from suppliers	
31	Keep wealth in our communities	Develop and launch an Inclusive Growth Plan to support the creation of more, good local jobs and opportunities for Haringey residents to enter and progress in work.	Inclusive Growth Plan Published	Plan launch in Spring 2027
32	Secure a fairer deal from Tottenham Hotspurs	We will review the impact of both matchdays and non-footballing events on the local area and community. Work with Spurs to ensure that the benefits of having a world-class stadium in our borough are felt and enjoyed by residents and businesses in and around Tottenham.	Spurs host a ‘spectacular’ closing event for LBOC Residents are empowered to make decisions on how to invest the Community Fund in Northumberland Park. A review of the Local Area Management Plan (LAMP) to ensure it is effective. Spurs support a young people’s inter-borough football tournament as a legacy of LBOC.	Haringey Homegrown at Tottenham Hotspurs football club in March 2028 Football tournament summer 2028 LAMP review by end 2028

Supporting children and young peoples' experiences and skills

The opportunity to belong and thrive in childhood helps shape the rest of a person's life. We are proud to have Ofsted 'outstanding' Children's Services and to recently have been recognised by the Children's Commissioner for England as a good place for children to grow up.

We work with our family of schools and partners to ensure every child can learn, develop achieve and succeed; that children with special educational needs and disabilities (SEND) and care-experienced children receive the support they need to thrive; that families get help before challenges escalate into crisis; and that young people can develop the skills, confidence and aspirations they need for adulthood.

Despite this too many children in Haringey continue to experience unacceptable inequalities in outcomes, opportunities and life chances. That is why inclusion is at the centre of our approach. By creating an education system and a borough where every child feels they belong, we can ensure every child has the opportunity to benefit from all that Haringey has to offer.

We want to build a borough with children at its heart. This is why we have made creating a play-led borough a key priority. Great parks, modern libraries, safe streets, excellent leisure facilities and thriving neighbourhoods help create the conditions in which children and young people can flourish.

While this section sets out our specific commitments for children and young people, every commitment in this Corporate Delivery Plan contributes to our ambition of creating a borough where every child can belong, achieve and thrive.

	Goal	Action	Measure of success	Delivery date
33	Become a play-led borough	Continue to develop our four Family Hubs with a focus on SEND, perinatal mental health, parenting support and support in the crucial early years. Play based learning approaches – use of the 'Anchor Approach' to support emotional attachment and resilience in parenting.	No. of children achieving a 'good' level of development (increase) Usage of Family Hub services (increase) Number of Family Hubs staff/parents & carers using 'Anchor Approach' in play and stay sessions Percentage of children's play areas rated good or excellent in our annual parks satisfaction survey	March 2027

		Continue to invest in playgrounds and sports courts in our public parks		
34	Ensure children with SEND get the support they need	Deliver a comprehensive SEND and Inclusion Reform Programme that improves outcomes for children and young people, strengthens mainstream inclusion, increases parental confidence and enables more children to learn, belong and thrive within their local communities. We will also continue to make the case for fairer funding and system reforms that will bring genuine inclusion and the support that every child needs.	Increased proportion of children and young people with SEND successfully supported within local mainstream provision. Improved attendance for children and young people with SEND. Reduced suspensions and exclusions for children and young people with SEND. Increased parental confidence in SEND services. More young people with SEND progressing into education, employment and training	March 28
35	Ensure children with SEND get the support they need	Improve the safety, independence and experience of disabled children and young people in the safeguarding system with families getting clearer support and more co-ordinated transition planning	Timeliness of safeguarding decision-making for disabled children (increase) No. of eligible young people with an agreed transition plan (increase)	Ofsted safeguarding improvements by December 2026 Disabled Children's Service improvements embedded by March 2028
36	Investing in children's futures	Continued capital investment into our schools to ensure they are safe and compliant, whilst continuing to explore	100% of highest-priority compliance works completed.	School estate asset management

		options for major capital investment to provide a high-quality educational environment, which is fit for the future. These works will include looking at making our buildings greener, more efficient and able to deal with extreme weather events by providing cool spaces.	Number of days lost due to closure of school facilities as a result of failing infrastructure (decrease) Percentage of school condition projects delivered on time (increase) Percentage of health and safety compliance actions completed (increase) Number of additional SEND places created (increase) Number of schools benefiting from climate resilience improvements (increase) Number of schools supported to secure sustainability funding (increase) Value of external funding secured (increase) Number of schools participating in sustainability programmes (increase) Delivery of energy efficiency and climate resilience projects (increase) Evidence of reduced energy consumption where schemes have been implemented (decrease)	plan refreshed in Spring 2027

37	Retrofit our schools to be greener and more efficient	Work with schools to enable the roll out of solar PV and other retrofitting measures through accessing external funding opportunities, partnership working and access to sector-led programmes	Number of schools supported to secure sustainability funding (increase) Value of external funding secured (increase) Number of schools participating in sustainability programmes (increase) Delivery of energy efficiency and climate resilience projects (increase) Evidence of reduced energy consumption where schemes have been implemented (decrease)	March 2028
38	Ensure schools and settings are supported to be inclusive	Deliver the Thriving Learners Strategy. Work alongside schools, trusts, governors and education partners to deliver a shared vision for achievement, inclusion and opportunity. Strengthen mainstream capacity to meet need earlier. Support schools to address educational inequalities. Enable more schools to adopt the Anchor Approach to support CYP emotional health and wellbeing Support schools to achieve Healthy Schools Awards to reflect a whole	Reduction in permanent exclusions. Reduction in suspensions. Reduction in persistent absence. Increased attendance. Narrow attainment gaps for disadvantaged pupils, children with SEND and care experienced children. Increased number of schools have adopted Anchor Approach to support CYP emotional health and wellbeing Increased number of schools who achieve Healthy Schools Award to reflect	March 2028

		school's approach to health and well being	a whole school's approach to health and well being	
39	Demonstrate continuous improvement in developing a range of pathways to employment, skills and successful adulthood.	Establish an employment and skills network to build a partnership approach to reducing the number of young people not in education, employment or training. This will include targeted work to support SEND, care-experienced and vulnerable young people. As part of our new Social Value and Responsible Procurement policy (see Thriving Places) we will ensure maximum public value for council expenditure including apprenticeships and local employment requirements	A new employment and skills network has been established No. of young people not in education, employment or training (decrease) Sustained employment and training outcomes (increase) Apprenticeships (increased) Outcomes for target cohorts of young people (improved)	December 2027 March 2028
40	Give every child the strongest possible start in life.	Bring together children's centres, Family Hubs, youth services and family support as an integrated team in three local areas – East, Central and West – to better support children and families • Work with NHS and early years settings to improve school readiness. • Improve percentage of children who were at or above the expected level in all five areas of development • Work with NHS and commissioned services to fully implement UNICEF Baby	Increased proportion of children achieving a Good Level of Development. Reduction in the school readiness gap. Increased uptake of funded early education provision. Improved speech, language and communication outcomes. 2.5 year review undertaken by Health Visitors is critical measure of school readiness – to align with EYFS assessments.	March 2027 Quarterly Health Visitor progress reports

		Friendly Accreditation in Family Hubs and children centres	Improved breast-feeding rates in line with UNICEF Accreditation – all stages.	
41	Implement new national youth justice reforms	Further develop our youth justice plan setting out how we will reduce the number of young people entering the criminal justice system, reduce re-offending and the use of custody	No. of young people entering the criminal justice system (reduced) No. of young people in custody (reduced)	March 2028 with year on year reductions from baseline
42	Improve stability, permanence and life chances for children and young people in care and those with care-experience	We will ensure more of our young people are in stable and appropriate family-based and local placements that meet their needs. Young people leaving care will experience stronger pathways into accommodation, financial independence, education and employment.	Permanent placement stability rate (increase)	March 2028
43	Listen to young people's voices	Ensure children and young people receiving social care are meaningfully involved in decisions about their lives	Children and young people feedback that they understand their care plans and were able to influence them Audited cases evidence meaningful involvement	Ofsted improvement actions - December 2026 Embedding and sustained evidence of impact - March 2028
	Maximise the educational impact and sustainability of Pendarren Outdoor Education Centre	Safeguard Pendarren's future through further development of a business plan to maximise utilisation – particularly out of term-time and at weekends – to ensure long-term financial sustainability	Pendarren is operating on a secure financial footing whilst providing value for Haringey schools and families	March 2028

Feeling safe and being safe

It is essential that residents are safe and feel safe in their communities. What it means to be safe and feel safe is different for different residents and in different neighbourhoods. So, we need to address this in a range of ways. This includes transforming our streets to make them safer for pedestrians, cyclists and most importantly children rather than being dominated by cars and congestion. We share the Vision Zero goal that by 2041 no-one will die or be seriously injured on our roads.

We also need a new approach to community safety. For too long the approach to addressing crime and anti-social behaviour in Britain has been too focused on targeting and criminalising vulnerable people simply because they are often the most visible. In some instances because they have literally nowhere else to be during the day other than on the streets. We know the feelings of insecurity that groups of people gathering on the street can bring to other residents but simply moving people on does not solve the problem. We need a public health approach to addressing anti-social behaviour that is preventative, with earlier intervention, stronger safeguarding and improved support for vulnerable residents.

This will free up resources to focus enforcement and disruption activity on the real predators, exploiters and those causing greatest harm.

Tackling substance abuse must be at the heart of this. Haringey has incredible organisations working to address substance abuse and addiction on our streets and our new approach will focus on reducing drug and alcohol related harm and anti-social behaviour; increase engagement in drug treatment; and stronger multi-agency responses to exploitation and cuckooing.

These priorities will help foster physically safer, healthier neighbourhoods whilst addressing crime at its root.

	Goal	Action	Measure of success	Delivery date
44	Make our streets safer for everyone	New transport and highways strategies and investment plans will create safer streets which put the needs of pedestrians especially children first. Create quieter neighbourhoods - with less congestion, more active travel; reduced 'cut-through traffic' - and cleaner air. This will include proposals for new cycle lanes along Green Lanes and St Ann's Road and delivery of the school streets programme.	Reduction in people killed or seriously injured aiming for zero deaths and serious injuries by 2041 Number of journeys made by walking, wheeling, cycling and public transport (increase) - working towards the Mayor's goal	Spring 2027 Resident engagement on new cycle lanes will begin in December 2026 with formal

		Finalise and implement a Kerbside Strategy that reduces car parking spaces and prioritises public transport, pedestrians, walking and wheeling.	of 80% of journeys by public transport, walking or cycling by 2041. Number of parklets, 'streeteries', SUDs, rain-gardens and greening projects (increase) Number of EV charging points (increase)	consultation to follow in 2027
45	Develop a community-led public health approach to community safety	Residents will benefit from a more preventative, community-led approach to community safety with earlier intervention, stronger safeguarding and improved support for vulnerable residents. Focus enforcement and disruption activity on perpetrators, exploiters and those causing greatest harm not simply the most visible. This will include working closely with VCS partners to define and develop what being 'community-led' means in practice.	Development of the Community Safety Strategy	March 2028
46	Develop a community-led public health approach to community safety	Develop a new combating drugs partnership action plan with the aim of reducing drug and alcohol related harm and anti-social behaviour; increasing engagement in treatment; and building stronger multi-agency responses to exploitation and cuckooing.	Establish a steering group to increase pathways into treatment Sign off combating drugs plan Review impact of Cuckooing Panel Number of people diverted from the criminal	December 2027 Spring 2027 Spring 2027

			justice system into treatment (increase) Cuckooing cases resolved without a full closure order (increase)	
47	Develop a community-led public health approach to community safety	Strengthen Haringey's welfare-led, multi-agency response to young people experiencing exploitation, serious violence, missing episodes and other forms of risk outside the home, with clearer pathways and coordinated action against the people, networks and locations creating harm.	No. of repeat 'missing episodes' (decrease) Development of a Community Safety Strategy	Developed and implemented during 2026–27 Embedded with evidence of impact by March 2028
48	Transform family help and safeguarding through the Families First programme	Implement an integrated Family Help and multi-agency child-protection model that enables families to receive the right help earlier, strengthens family networks and partnership working, and provides clearer, more consistent pathways between early help, Family Help and statutory child protection.	Consistency of appropriate escalation/step-down decisions (increase) Number of repeat referrals within 12 months (decrease) Statutory safeguarding timeliness (improved) Identification of young carers within contacts/assessments (improved)	Key reform implementation - 2026–27 Embedding and evidence of sustained impact by March 2028
49	Tackling gender-based violence	Develop a new strategy to tackle gender- based violence	Renewed strategy in place when current 10	April 2028

		Increase the availability of Safe Spaces across Haringey by training community venues to recognise gender-based violence and safely connect residents with appropriate support services. Deliver awareness-raising initiatives across Haringey to improve understanding of gender-based violence, challenge harmful attitudes and behaviours, and increase awareness of available support services.	year VAWG strategy comes to an end Increase in the number of safe spaces Number of awareness-raising initiatives delivered annually	April 2028 December 2027

Tackling health inequalities

There can be no starker illustration of the continued unacceptable inequalities in Haringey than the difference in healthy life expectancy between our wealthiest residents and our most disadvantaged. The gap is 15 years for men and 17 years for women. Tackling this inequity is urgent.

These differences are not inevitable. Health is shaped not only by healthcare services, but by the conditions in which people are born, grow, live, work and age. Good housing, secure employment, high-quality education, access to healthy food, clean air, safe streets and strong social connections all play a crucial role in our health and wellbeing.

Many of these building blocks of health are influenced by decisions made by the council and its partners. Through a Health in All Policies approach, we will work across council services and with local organisations to ensure that health and wellbeing are considered in the policies, places and services that shape residents' everyday lives, helping to narrow unfair and avoidable differences in health outcomes.

In addition, with an aging population alongside the increased prevalence of serious mental health conditions and working age adults with care needs, continued development and improvements in our adult social care provision are critically important. These are services that our residents rely on in times of need and vulnerability, and it is critical that we are as responsive and supportive as possible. We also want to take a prevention and early intervention approach which maintains and promotes independence whenever possible.

Unpaid carers do an incredible job and they deserve and need our support. Our Carers Strategy was co-produced with carers and its implementation is vital to improving the experiences of carers and those they look after.

Alongside the specific actions set out in this plan, the Council will continue to deliver a comprehensive programme of public health services to help residents stay healthy, prevent illness and access support early when it is needed most. All of which play a vital role in improving health and reducing inequalities throughout the life course.

	Goal	**Action**	**Measure of success**	**Delivery date**
50	Reduce health inequalities across Haringey by improving access to, experience of and outcomes from health and wellbeing services	Deliver targeted action in Haringey's most deprived wards with an initial focus on Northumberland Park, working with residents and health partners to identify and remove barriers to prevention and early diagnosis.	Improved access, experience and outcomes, particularly in the most deprived wards (initially focusing on Northumberland Park) and among groups	By March 2028, with baseline measures established in 2026/27 and progress reviewed annually

		Increase uptake of key preventative services, including GP registration, NHS Health Checks, vaccinations and cancer screening. Set up Community Health Advisory Forum for resident engagement in Neighbourhood Health and Care Set up a Community Health and Wellbeing Worker Project in Northumberland Park Embed a Health in All Policies approach across the council, so that the impact on health inequalities is considered in major policies, strategies and decisions, including housing, regeneration, employment, environment and transport. Broad programme of active wellbeing services delivered through leisure centres	experiencing the poorest health outcomes Increased GP registration and access to primary care Increased uptake of NHS Health Checks Improved vaccination coverage Increased uptake of priority cancer screening programmes Evidence that the inequality gap between most deprived communities and the Haringey average is narrowing, rather than simply seeing borough-wide improvement Health inequalities explicitly assessed and addressed through relevant council strategies, policies and major programmes	

51	Reduce health inequalities across Haringey by improving access to, experience of and outcomes from health and wellbeing services	Development and implementation of a local Neighbourhood Health Plan which will include implementing Integrated teams across Adult Social Care, NHS/health partners, and the voluntary and community sector in three neighbourhood clusters across the borough.		Integrated neighbourhood teams in place by March 2027 Neighbourhood Plan agreed by the Health and Well-being Board by March 2028
52	Improve mental well-being, reduce social isolation and promote community resilience	Strengthen school health service contribution for targeted early intervention of emotional & mental health concerns. Work towards Haringey being an age friendly borough and within this addressing loneliness and isolation Use sport and physical activity opportunities through leisure centres, walks programme and community providers to improve mental wellbeing and reduce social isolation Increase women and girls engagement in and enjoyment of our parks, informed by the work of the Haringey Parks Young Women's Network. Establish and embed a strategic vision for the Roger Sylvester Centre that brings together the Recovery College, Crisis Recovery Beds and Crisis Café into a coordinated recovery-focused offer.	Complete School Health Service transformation with elements addressing mental wellbeing Age friendly accreditation Number of participants per year Percentage of women and girls who feel very safe in our parks (Annual Parks Survey and Safer Parks for Women and Girls survey) Student uptake of recovery college classes Number of different partners referring to Safe Haven Attendance at training sessions and wellbeing activities.	December 2027 April 2028 Spring 2027 July 2027 April 2028

		Strengthen community-based mental health support across Haringey by increasing access to early intervention support through the Haringey Wellbeing Network. Work alongside the North Central London Suicide Prevention Programme to further support high-risk groups, including those who self-harm and Unaccompanied Asylum-Seeking Young People (UASC) To further embed the Anchor Approach as a borough-wide, relationship-based and trauma-informed offer that promotes the mental health and wellbeing of children and young people. Co-ordinate and promote Great Mental Health Day 2027 across Haringey working with partners and communities	Uptake of community navigation support following presentation at A&Es in Haringey Uptake of UASC staff in suicide prevention training and reflective practice sessions Uptake of UASC young people in wellbeing activities. Increase in the number of Haringey schools implementing the Anchor Approach Delivery of Great Mental Health Day 2027 Number of organisations participating (increase)	March 2027 May 2027 50% schools adopting and implementing by April 2027. January 2027
53	Welcome and support refugees and migrants	Work with NHS partners and the VCS to improve the health and well-being of refugees, asylum seekers and migrant communities.	Number of residents supported through targeted health initiatives (increase)	Welcome Strategy approved by Cabinet in April 2027

		Refresh and deliver the council's Welcome Strategy.	Number of GP practises signed up to be a ‘safer surgery’ (increase) Annual reporting of the Welcome Advisory Board (overseeing Welcome Strategy delivery)	
54	Connect communities through food	Deliver a co-ordinated approach that strengthens collaboration between the council, community food organisations and food co-operatives. Ensure strengthened food networks are supported by CRF and play a role in helping to identify pupils in need of additional food support through the school holidays. Expand community food growing on council estates and other council-owned sites; increase uptake of Healthy Start and access to other food and nutrition support; and improve residents' wellbeing through integrated wraparound support in community food settings.	Strengthened partnership working between the council and community food organisations, evidenced through shared priorities and joint initiatives delivered. Growth in community food-growing opportunities on council-owned land. Increased uptake of Healthy Start and access to other food and nutrition support among eligible residents. Increased access to wraparound support through community food settings (e.g. welfare advice, debt advice, employment support, fuel	April 2028 CRF plan for years 2 and 3 will be presented Cabinet in February 2027

			poverty support or housing advice), measured through referrals and signposting activity.	
55	Tackling the impact of gambling	Continue development of the gambling harms reduction programme including: • School students education programme • Statutory and VCS sector training programme • Improving knowledge to GPs and primary care staff • Meeting OHID requirements for Gambling levy funding • Community/ resident research commissioned New guidance and legal changes are being considered giving a greater emphasis on the impact of gambling harms on communities. This is expected to include: • A review to remove or weaken the 'aim to permit' principal in the Gambling Act 2005 • Greater emphasis on protecting vulnerable people. • The introduction of impacts of gambling being considered through an 'impact assessment' . We will ensure that our policies and procedures are amended to take full	Number of secondary schools and youth setting workshops Number of professionals trained in gambling harms - increased knowledge of support and referrals Dissemination of the research findings and recommendations incorporated within gambling harms programme Development of a revised Gambling policy once the Government Guidance on Impact Assessments are produced	Spring 2028 Dependent on commencement for these expected changes

		advantage of the changes to the law in combatting exploitative practices in order to protect our communities. Adopt new policies as part of the new Local Plan to prevent further over-concentration of gambling premises to support healthy town centres.	Local Plan adopted	Adoption anticipated in summer 2028
56	Build responsive and safe Adult Social Care	Improved access to advice and support by making it easier for residents and professionals to find information, get advice and access early help or Adult Social Care. Improve online information and services, including clear and accessible guidance about financial assessments and contributions to care. Improve the timeliness and quality of assessments, support plans, reviews and safeguarding practice. Ensure residents and carers are involved in decisions and improve transitions between services so support is coordinated and gaps are avoided. Support people to remain independent at home by increasing occupational therapy capacity and improving access to equipment and adaptations.	More people receive a timely and effective response when they contact Adult Social Care Fewer repeat contacts and complaints caused by unclear or inaccessible information Increased use of online information, forms and self-service options Fewer overdue reviews and more reviews completed within agreed timescales Audits show consistent, person-centred assessment, support planning, review and safeguarding practice	April 2027 March 2028 April 2028 August 2028 March 2028

		Develop high-quality home care and reablement services that help people recover skills, maintain independence and avoid unnecessary hospital or long-term care admissions. Work with residents, carers, providers and partners to ensure a wider choice of good-quality care and support Strengthen co-production so residents, carers and communities influence how Adult Social Care services are designed, delivered and improved.	Fewer avoidable gaps, delays, crises or complaints when people move between services or care arrangements Fewer people waiting, and shorter average waiting times, for occupational therapy assessments More timely provision of equipment, adaptations, home care and reablement More residents maintain or improve their independence following support Increased availability and choice of good-quality care and support Residents can see how their feedback has influenced service improvements Residents and carers report feeling listened to and involved in decisions	April 2027

			Reduced time spent by practitioners on administrative tasks and more time available for direct work with residents Positive staff and resident feedback on digital services and tools	
57	Build responsive and safe Adult Social Care	Build and sustain a skilled, diverse and inclusive workforce, providing the leadership, development and support needed to deliver high-quality adult social care.	Residents receive support from a skilled and knowledgeable workforce Residents experience consistent support from staff who know them well Residents receive safe, high-quality care and support Residents benefit from a workforce that is inclusive, supported and reflects the diversity of the community	Workforce Strategy finalised in January 2027 and fully implemented by March 2028
58	Improve the experience of carers and those they care for	Implement the Haringey Carers Strategy 2025-28. This will improve identification; assessment and review; earlier preventative support; better information	Increase in the number and proportion of identified carers receiving an assessment or review	March 2028 Online carers' self-referral and assessment form live

		and advice; strengthened partnership and a more co-ordinated offer for carers.	Reduction in the waiting times for carers' assessments and reviews Increase take-up of preventative, wellbeing and digital support (Carer-reported experience and wellbeing (increase) Evidence that carers' feedback has influenced service design and delivery. Increase in number of carers identified and registered with the council Increase in number of young carers identified through the transitions service.	Annual Carers Strategy progress report – November 2026 and November 2027

Supporting Greener Choices

Our ambition for Haringey is no less than streets designed, not for motor vehicles, but for our most vulnerable road users - children walking or cycling to school, parents pushing a pram along a busy road, someone with impaired mobility trying to cross the road in time as the pelican crossing beeps.

For too long cars have dominated road space and this needs to change. The reality is that every year in London 100 people are killed and 3,000 seriously injured in road collisions. In Haringey 70 people are killed or seriously injured annually. Would we accept this number of deaths in any other scenario?

Over the period of this plan the aim will be to put pedestrians and cyclists at the centre of our street design in Haringey. Get more kids biking or walking to school, encourage women – who only make up about 30% of peddlers - to cycle more. We will get the borough moving in the *right* way.

We will start implementing more cycling infrastructure to protect cyclists on the most dangerous main roads, whilst also connecting some of the smaller quieter cycle ways to help nervous riders grow in confidence. Commitments to this are set out in the 'Feeling Safe and Being Safe' section above.

Beyond the ambition around active travel there is so much else we can do to create a greener and more climate resilient Haringey. This includes adopting a new Local Plan that put climate resilience and nature conservation at its heart. We will plant more trees and do more to protect and preserve our established trees – both on streets and within green spaces.

	Goal	**Action**	**Measure of success**	**Delivery date**
59	Implement a climate friendly Local Plan	Adopt a robust and up-to-date local plan to shape new development including updated policies to protect front gardens; protecting trees, species and green space; tackling the climate crisis; and publish Sites of Importance for Nature Conservation	Local Plan adopted	On track for adoption in summer 2028
60	Put climate at the heart of decision making	Produce a decarbonisation strategy for the operational and school estates	Strategies completed	Completed by September 2027

		Deliver invest-to-save investments to reduce the carbon intensity of council buildings – reducing energy costs to the council/schools	Energy usage and bills (reduced)	
61	Put climate at the heart of decision making	Lead and co-ordinate the public health contribution to mitigating the climate crisis. Ensure health risks from extreme heat are identified and mitigated with particular support for vulnerable settings and communities.	A co-ordinated health protection and climate resilience approach is embedded across the council and partner organisations	Completed by March 2028
62	Put climate at the heart of decision making	Every decision-making report presented to Cabinet will include an assessment of the contribution the decision makes to our carbon and climate change objectives. Corporate Board for Wellbeing & Climate ensures a governance route for all climate related projects Delivery of climate related projects monitored through the Corporate Delivery Plan and Capital Programme An Annual Carbon Report is prepared and presented to Full Council, to report on progress on climate related work across the council and partners each year	Annual Carbon Report presented to Full Council	March 2027 Annually
63	Respond to the climate crisis	Deliver community focused range of climate action projects including the Haringey Community Carbon Fund, Haringey Climate Partnership, Carbon Literacy Training, energy efficiency audits, and solar and energy efficiency projects.	Funding allocated to community projects Electricity generated by solar schemes Number of Climate Partnership Meetings held	March 2027

64	Trees for every neighbourhood	Complete the Urban Forest Plan including identifying priority planting areas. Continue to expand community funding and planting in the borough. Identify ‘low canopy’ locations for new community woodlands and orchards.	Community funded tree planting exceeds 250 per year 3 new woodlands or orchards planted by volunteers per year	During each winter 2026 and 2027
65	Protecting our trees and plants for the future	Update the 2023 Tree and Woodland Plan to include; updated threats to mature trees, increased protection for trees and to reduce the number of healthy trees being removed each year. Update the Kerbside Strategy to include more protection for trees and tree roots. The council will explore signing up to the London Tree Officers Associations' Joint Mitigation Protocol (JMP) with the aim of reducing the number of trees that are felled each of year due to insurance claims	Introduce a cross-service tree felling panel for insurance claims Introduce a Highways tree root and tree pit policy	January 2027 Late 2027
66	Restore nature and biodiversity across Haringey	A Local Nature Recovery Action Plan is co-produced and adopted to enhance biodiversity and inform green and blue space management, in line with the Local Nature Recovery Strategy for London.	Local Nature Recovery Action Plan is adopted Nature Recovery Partnership developed	Winter 2027
67	Increase recycling and reduce waste	As part of the Love Haringey campaign and our wider efforts to tackle waste management in the borough, we will develop and implement a new strategic plan to reduce waste and increase recycling including behaviour change campaigns, expanded kerbside recycling scheme and the roll out of food waste collections that is complementary to the North London Waste Strategy.	% of household waste recycled (increase) % of household waste reused (increase)	New waste contract rollout from April 2027, with all new measures in place by April 2028.

		Subject to funding, increasing the provision and understanding of existing repair and re-use facilities.	% of recycling contaminated (decrease) Tonnage of waste sent for disposal (decrease)	Behaviour change campaign to commence by April 2027
68	Pesticide free streets	Trial pesticide free streets through community led tree pit planting project on highways and other pesticide free methodologies on housing and highway land across seasons. Subject to funding and operational deliverability, develop a pesticide free borough policy and associated delivery plan for highways and housing land.	Glyphosate usage, in all but the most exceptional cases, is eliminated. Short term: At least 25 streets will be maintained pesticide free and residents will be improving local biodiversity through targeted planting in tree pits Pesticide free borough policy and delivery plan agreed.	First tree adoptions pre-Christmas 2026 Trials of pesticide free alternatives on housing and highways land during 2027
69	Improve air quality	Delivery of Council's Air Quality Action Plan including an ambition to meet World Health Organisation (WHO) guidelines on air quality Ensure that air quality is considered as a cross-cutting planning matter Sign up and support London Wood Burning Project to raise awareness to reduce domestic wood burning.	Ongoing reduction in major pollutants (NOx and particulate matter) Air Quality Target: NO2 annual mean of 40 ugm3 PM10 annual mean of 40 ugm3 PM 2.5 annual mean of 10ugm3	April 2028

		Develop initiatives to reduce pollution from residential wood burning and commercial cooking including raising public awareness Implementation of the Walking and Cycling Action Plan and Kerbside Strategy to reduce car use and prioritise public transport, walking and cycling. Delivery of school streets programme	Number of journeys made by walking, wheeling, cycling and public transport (increase) - working towards the Mayor's goal of 80% of journeys by public transport, walking or cycling by 2041.	

Building a stronger organisation

Haringey Council has been grappling with more than 15 years of austerity. If council funding had been maintained at the level of 2010, this year our budget would be more than £140m higher. The impact of this systematic underfunding has taken its toll on us as an organisation. We have not invested as we needed to in modern, back-office systems and processes. We have had to reduce capacity in the support services that are the foundations of any organisation. We have been forced to adopt short-term fixes - with lower upfront costs – rather than long-term solutions. We are already paying the price for this. We know this has a real impact on our residents – overdue complaint responses, long waits on the phone, emails unanswered, repairs that don't fix the root cause of the problem. This is not an excuse but it is important context.

Sometimes as an organisation we make mistakes and don't live up to the standards that residents have a right to expect in ways that aren't explained by austerity. We have to own those mistakes and work hard to ensure they aren't repeated. Every interaction we have with a resident has the potential to build a positive relationship or to damage it. As we take the actions detailed below we want to ensure that a non-defensive culture of responsiveness, openness, collaboration and support characterise all our interactions with residents whether in person, on the phone or in writing.

We also know that transparency is a key component of building trust. We set out in the introduction our commitment to work together with our residents, partners and communities to build a Haringey where everyone can belong and thrive. This can only be on the basis of real trust and key to that is greater transparency. We are therefore committed to being as open as we can be about the challenges we face including our financial position and our wider performance. This includes reporting on our progress against this plan – more details on this can be found in the last section.

We face huge financial challenges. Over the last three years we have only been able to set a legally balanced budget through the use of Exceptional Financial Support. This is not a grant from government. It is permission to sell assets and borrow to fill the gap. This borrowing – at a punitive interest rate – must be repaid over the next 20 years. Delivering our Financial Resilience Plan is the single biggest priority we have for ensuring the future sustainability of the organisation. It is a comprehensive plan that focuses on eight priority areas including driving the best possible value from our contracts, ensuring more of the money owed to the council is collected; and further work to manage costs in the major areas of expenditure – adult social care, children's social care and temporary accommodation.

At the same time we must do all we can to strengthen the organisation so that we can get the basics right; fulfil our ambitions to reset our relationship with communities; and also be a great place for our staff to work. To do this we will fix immediate issues and build a modern, responsive council for the longer term.

	Goal	Action	Measure of success	Delivery date
70	Deliver the council's Financial Resilience Plan	Deliver of the Council's three year Financial Resilience Plan which focuses on eight priority service areas where spending is high and there is the greatest opportunity to transform and re-design services and deliver savings through cost reductions or increased income. In addition to this and to continue to ensure a strong focus on clearly demonstrating that services are operating within the parameters of value for money (VFM), all other services to develop and deliver on a Value for Money Action Plan and which review every £ spent by the Council.	Delivery of the ambitions in the plan to improve the financial sustainability of the council	Annually
71	Ensure our approach to income collection is effective and supportive	Strengthen our ethical debt collection policy further, including a deep dive into the impacts of council tax rises on all residents to identify 'tipping points' for ordinary residents, and establish the best ways to tackle this. Continued exploration of alternatives to enforcement agency use of the 'door knock' as a means to collect unpaid council tax debt. Work to achieve as humane an approach to enforcement as possible, including communications style, while ensuring our mechanisms are as effective as possible.	Number of cases referred to support such as Stepchange or Financial Support Team (increase) Number of households in Council Tax arrears who receive a payment from the Council Tax Discretionary Hardship Fund (increase)	The review of Council Tax debt management will be completed in 2027 The review of other forms of debt management will be completed in 2027 Implementation timing will depend on the outcome of the reviews
72	Improve the collection of income across the council including council	A cross-council programme will be delivered, which will include:	92.5% in-year Council Tax collected	Reporting of progress at the

	tax, business rates and other income sources to support the council's financial sustainability	• Additional staffing in Revenues • Digital processing improvements • Establish a new Corporate Debt Board to strengthen senior visibility and accountability for cross-council debts and improved collection rates. • Focused work on income collection via leases, fees and charges and new products and services • Emphasis on grant application, sponsorship and voluntary payments	% in-year adult social care income collected % in-year children's social care income collected % in-year Parking income collected % in-year Commercial Property rental and other lease income collected % in-year Housing Rental income collected Value of debt per service (decrease)	end of each financial year The creation of a Corporate Debt Board will be completed by the end of 2026 Regular reporting to the Financial Recovery Board
73	Make council services more accessible and responsive	Improve the tenant and resident experience when contacting the council by changing the operating structure and way of working for the face to face and telephone-based Resident Support Service including: • Investment in staff knowledge & skills • Better digital systems • A new 'fit for purpose' building space	80% residents are satisfied with the Resident Support Service Reduce average wait times for the Resident Support Service to 10 minutes (telephone) 5 mins (face to face) % resident calls resolved by the voicebot	The change programme is continuous but the most significant changes will be complete by the end of September 2027

			Number of residents accessing Council Tax bills digitally (increase)	
74	Make council services more accessible and responsive	Subject to new investment, initiate a long-term improvement plan to improve tenant and resident access to services that are 'right first time'. This includes improving automation and the digital offer, increased use of the digital offer, improving the resident 'journey', timeliness of resolutions and better communication.	The number of complaints referring to poor communication (reduce) % contact to the Resident Support Service driven by council failures in communications or service delivery (reduce) % residents satisfied with their full service experience (increase) % all resident transactions completed online rather than offline (increase) Average wait times for the Resident Support Service (reduce) No. of Members Enquiries (reduce)	Business case for programme approved as part of budget process – March 2027 Programme implementation expected to be 2 years
75	Give residents greater transparency over the council's finances	Develop and launch a financial transparency dashboard for residents to monitor the council's finances and understand the challenges we face. This	Year on year participation in the Budget and other relevant consultations	Dashboard launched in autumn 2026 then ongoing quarterly

		will provide easily digestible financial information on a quarterly basis.		
76	Make council services more accessible and responsive	Implementing the Complaints Improvement Plan to ensure that learning from complaints is used to improve services and resident experience. Work with service areas to ensure a culture of collaboration and support for residents is embedded into how we respond to and resolve complaints and other forms of resident contact.	Reduce the number of complaints that escalate to Stage 2 to below 15%. Housing Ombudsman 'maladministration rate' at or below the level for landlords of a similar size and type in 2027/28 Reduce the % of complaints upheld by the Local Government and Social Care Ombudsman to at or below the 'average level for similar authorities' in 2027/28	The plan runs from 2026 to 2028 with milestones for individual actions
77	Strengthen relationships with our creative and cultural community	Work to build a better connected creative and cultural community that feels integral to shaping local cultural programmes as we approach our year as London Borough of Culture and beyond.	The number of cultural networks will increase The number of attendees at events will increase 5% a year At least 80% of event participants will agree that they feel connected to other creative organisations and individuals in Haringey	Quarterly Culture Collective Networking Sessions Creation of evaluation framework for LBoC by April 2027

			At least 80% of event attendees will agree that they feel connected to Haringey's cultural programming Successful delivery of Haringey Unearthed community grants programme	
78	Electoral modernisation and election readiness	Ensure the council is prepared for major electoral reforms including votes at 16 alongside broader commitments to increasing democratic participation with targeted engagement focused on under-represented groups and communities.	A council-wide Democratic Participation Programme will be well into delivery, with targeted activity underway to increase electoral registration and participation amongst under-represented groups including - 20% increase in the number of 16 and 17-year-olds included on the electoral register compared with 1 March 2026.	March 2028
79	Transform and improve individual services through service modernisation and digital development	Reset and deliver a service modernisation programme across priority service areas, working with residents and staff to redesign end to end services, simplify processes and introduce digital	Increase in resident satisfaction with modernised services Reduction in Service processing times and	Milestones will be set out in individual project plans

		improvements that make services more accessible, efficient and responsive.	avoidable contact Increase the proportion of transactions completed successfully through digital channels Deliver agreed financial, efficiency and service benefits delivered by each modernised service	
80	Provide a civic hub for the borough to be proud of with the re-opening of the Civic Centre	Complete the extension and renovation of the Civic Centre on time and on budget and successfully relocate ensuring continuity of service for residents, businesses and partners.	Completion to time and budget Successful move without service disruption. BREEAM target status achieved Positive staff feedback secured	April 2027
81	Be an effective champion for what Haringey needs	Develop an effective and impactful approach to influencing government policy in the best interests of the borough – working with residents and communities. Initial priorities in the plan period will be 1) Reform of Exceptional Financial Support arrangements 2) Local Authority funding arrangements 3) devolution	Impact will be measured via influence ie reform of EFS and the number of engaged residents	On-going
82	Supporting councillors to be effective in their role	A continuing programme of support including casework training, further development of the Members Information Hub and creating more opportunities for	Councillors will report feeling confident in services and in responding to residents	On-going

		collaboration between officers and ward councillors	High uptake and engagement with the Members Casework Guidance document Cross-party working group in place to co-produce solutions and track progress The number of Members Enquiries submitted by councillors will be lower in 2027/28 than in 2025/26	
83	Modernise and improve efficiency of council back-office systems	Identify and prioritise failing legacy back-office systems and deliver a phased modernisation and replacement programme, beginning with the procurement and implementation of a new Enterprise Resource Planning (ERP) system, to improve resilience, integration, data quality and efficiency while maintaining continuity of critical services.	Critical legacy systems assessed and prioritised for replacement Increase number of high-risk legacy systems decommissioned or replaced Increase system availability and resilience for critical back-office services Reduce system related service disruption and manual workarounds Improve data quality and integration across	March 2028

			modernised systems Increase efficiency savings and productivity benefits delivered through modernisation Implementation of new ERP that meets our requirements delivered on time and within budget	
84	Continue to reduce the number of agency staff and consultants who work for the council	Recruitment Approval Board to provide increased challenge to both new agency workers and extensions to existing agency workers. Convert to permanent employment or end assignments for agency workers who were taken on pending permanent recruitment.	Reduction in agency headcount from May 2026 baseline	Monthly monitoring by Corporate Directors, quarterly reporting to General Purposes Committee

Transparency and accountability

In order to ensure that we can be held to account for delivery of the goals and actions in this plan we will be reporting on it publicly every six months. This will be in form of an update report presented to Cabinet. This information will be in three categories:

1. Activity reporting against the milestones in the plan – this will tell us, and our residents, whether we are doing the things we said we would do.
2. Data on a key set of metrics for each chapter of the plan – these will be so-called SMART (specific, measurable, achievable, realistic and timebound) metrics with targets wherever possible.

These first two categories will be reported twice a year.

3. At the end of the year we will also report on a full range of metrics. This is because some information is only gathered annually and therefore, we cannot update more frequently.

As well as formally reporting to Cabinet we will make these updates available on our website in a format that residents will be able to easily understand.

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