

Haringey's Council Plan 2012-2014

Working towards
'One Borough, One Future'

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Foreword

Like councils across the country, since the local and general elections of May 2010, we have been working to address the fallout of the biggest public sector cuts for a generation. We have seen our budget reduced by 30 per cent which has required an extensive reappraisal of what and how we provide local services to meet the needs of the communities that we serve.

On top of the huge challenge of government funding cuts, the devastation caused by the riots in Tottenham last summer has underlined the need to deliver wholesale regeneration of the area. We know, too, that Haringey is a borough of contrasts, with a mix of great prosperity and affluence on one hand, and of deprivation and poverty on the other.

These factors combined have reinforced our commitment to reducing inequality locally as a means towards a better life for all our residents.

This Council Plan sets out our vision for the kind of borough we want. It is about Haringey as a whole, but rebuilding Tottenham is our focus.

To help us target our efforts we have identified five priorities and will work tirelessly to achieve them. We recognise that we cannot do this alone and will work with other organisations and people around the borough as we all have a responsibility to ensure that our current resources are spent wisely, investing to achieve our vision of 'One Borough, One Future'.

Cllr Claire Kober, Leader of Haringey Council
Kevin Crompton, Chief Executive, Haringey Council

Introduction

This Council Plan describes the main challenges facing the Council and what we will do to tackle them. It sets out our commitment to promoting equality, tackling disadvantage and improving the life chances of residents, especially those who are the most vulnerable.

The plan does not cover everything that the Council does, but rather focuses on a combination of those issues that matter most to local people, the national priorities set by central government and Haringey's unique challenges described below.

The plan identifies five key priorities which will form our major programmes of work for the period 2012-14. In recognition of the Council's other major responsibilities, key activities which make up our day to day work are also described.

The national context

Local government is undergoing a period of significant change driven by budget cuts and rising demand for public services. By 2020, councils are likely to be very different. The Government's plans to reform public services described in the [Open Public Services White Paper 2011, 2012](#), sets out a vision where individuals and communities have much greater choice and control and public sector organisations are the commissioners of services rather than direct providers.

The White Paper sets the context for other emerging national policies and agendas which will influence the future shape and operation of all public services including the Council. Details of these can be found in Appendix A.

The local context

- Haringey is an **exceptionally diverse** and fast-changing borough. We have approximately 225,000 residents. Almost half of our population, and three-quarters of our young people, are from ethnic minority backgrounds, and around 200 languages are spoken in the borough. Our population is the fifth most ethnically diverse in the country.
- Haringey has a **relatively young population**; over two thirds is under 50, and over half is under the age of 35; this is above both the London and England averages.
- Despite this, following the national trend, **our population is ageing**; 9.5% are of pensionable age (65 plus), with a projected increase to 11.7% by 2021.
- The borough ranks as one of the most deprived in the country with pockets of extreme deprivation in the east. Haringey is the **13th most deprived borough in England** and the **4th most deprived in London**.

Immediate challenges

In addition to the national and local context described above, the challenges facing the Council in the immediate future include:

- Tackling poverty and in particular child poverty
 - Rebuilding Tottenham following the riots in summer 2011
 - Tackling the high and increasing unemployment which is depressing growth and contributing to our status as the most unequal borough in the capital
 - Addressing housing need, including homelessness and overcrowding
 - Accelerating the pace of school improvement across the borough
 - Delivering quality services despite a challenging economic climate and with reduced public sector funding
 - Modernising customer contact by exploiting technology to provide the most efficient contact with our residents as customers
 - Encouraging local decision-making, giving communities, neighbourhoods and individuals more say and choice
 - Empowering residents to be more self reliant, doing more for themselves and their communities
-

Our vision

Our vision shows the kind of borough we want for the future:

Vision

**‘One Borough, One Future:
Reducing inequalities - ambition for the better society’**

We know that this is a long term ambition. We are committed to delivering it by providing effective services which will help to address inequalities between the most vulnerable and disadvantaged groups and the majority of residents.

Our aim is *‘to sustain and improve the life chances of our residents, especially those who are most vulnerable, and develop a borough which is a good place to be born, learn, work, have fun and grow old’*.

We understand that we cannot achieve this vision alone and we will work with residents, voluntary and community groups and our statutory sector partners to find ways to deliver it.

Our key priorities

We recognise the impact the current economic climate is having on our residents and we want to do our best to ease this, therefore we will concentrate on the following priorities.

Key priorities

1. Work with local businesses to create jobs
2. Deliver regeneration to key areas of the borough
3. Tackle the housing challenges
4. Improve school standards and outcomes for young people
5. Deliver responsive, high quality services to residents

We believe that by focusing our resources in this way we can reduce inequality. A diagram showing how we will deliver our vision and priorities is overleaf.

Consultation with residents undertaken between November 2011 and January 2012 showed that two thirds agreed with the priorities, with over 80% in support of our plans to create local jobs by working with local businesses, improve outcomes for young people and deliver responsive, high quality services.

A description of each of the key priorities, a summary of where we are now and the key activities we will undertake to achieve them is described in the following pages.

Delivering our vision 2012-14



*In development

1. Work with local businesses to create jobs for local people

Lead: Director of Place and Sustainability

Where we are now

- The **Haringey Guarantee** programme supported 150 previously unemployed residents into work in 2011/12 and 42 **apprentices** were recruited by the Council and its partners.
- **Haringey Adult Learning Service (HALS), Information Advice and Guidance** delivered more than 4,000 sessions of support in 2011/12, including advice on employment and access to further and higher education.
- The **employment rate** in Haringey is 5.3 per cent below the London average, the equivalent of 8,500 jobs. **Youth unemployment** is a key issue, with the employment rate being particularly low for young people aged 16-24. Since 2008 there has been a large increase in **Jobseekers Allowance** claimants.
- **Unemployment is higher in the east of the borough.** Tottenham has some of the highest levels of unemployment in London and the UK. Northumberland Park ward has the highest number of claimants in London.
- **Child poverty is an issue.** Approximately 40% of households in Tottenham with one or more dependent children had no one in work, compared to 25% across Haringey and 21% across London (2010). Intergenerational worklessness where neither grandparents nor parents are working is also higher in the east of the borough. The risk is that children will not find or be equipped to find work.
- In March 2012 the council agreed the £3.5million [Jobs for Haringey Scheme](#) that will create 300 jobs for local people. This will be developed in partnership with the College of Haringey, Enfield and North East London and HALS who will provide training support, up to NVQ level 3, for people who are placed in the created jobs.

We have ambitious plans to address these issues: we will promote the local economy, encourage local jobs and provide a better start in life for all of Haringey's young people. Our approach is to develop initiatives that will increase job opportunities and local skills, maximise incomes, reduce financial pressures for low income families, and encourage people to help themselves.

To achieve a stronger local economy and get residents into work we will provide a supportive environment for local businesses and new and innovative companies. We will make sure that potential investors and businesses outside the area understand the potential that Tottenham and the rest of the borough offers, and find it an easy place to do business.

The [Jobs for Haringey](#) programme will target support to help residents access jobs and opportunities. It is aimed at: young people under 24 years, residents furthest away from work who will not be supported by the Government's Work Programme and parents (including lone parents) and families.

A Work and Skills Plan is being developed alongside our [Child Poverty Strategy](#) to bring together activities to deliver this priority.

2012 - 13

2013 - 14

April - September

- ✓ Launch overarching 'Jobs for Haringey' programme to support residents into sustained employment
- ✓ Create jobs in the private sector for residents through the new 'Haringey Jobs Fund', with a focus on young people
- ✓ Develop Upper Lea Valley Green Economy Strategy to promote jobs and business growth
- ✓ Continue to promote the Haringey, Islington and City Credit Union

October - March

- ✓ Establish an Enterprise and Employment Centre at 639 High Road
- ✓ Revitalise Technopark through increased flexibility in leasing, focussed marketing and management
- ✓ Support 160 third country nationals (non UK and EU nationals) to integrate in the local community through the 'Haringey Welcome'
- ✓ Undertake Business Energy Audits and Skills Upgrade
- ✓ Complete new employment estate in White Hart Lane

April - March

- ✓ Continue to support residents into sustained employment through the 'Jobs for Haringey' programme
- ✓ Finalise Upper Lea Valley Green Economy Strategy
- ✓ Produce Town Centre Business Improvement Plans

Priority 1: Work with local businesses to create jobs for local people

2. Deliver regeneration to key areas of the borough

Lead: Director of Place and Sustainability

Where we are now

- The **Tottenham Regeneration Programme** is underway and we have committed to the [12 in 2012](#) pledges. Achievements so far include:
 - Planning permission granted for revised Tottenham Hotspur Football Club development scheme
 - Planning permission granted for Aldi supermarket
 - Post Office reopened in January 2012
 - Job Centre Plus reopened in April 2012
 - £1m of support provided to local businesses
 - Delivery of '*I Love Tottenham*' communications campaign and events to support local traders
 - Ongoing community engagement – over 600 responses to *Have Your Say* on Tottenham's Future and hundreds more engaged at events and forums
- The **Mayor of London** has dedicated funding to the regeneration of north Tottenham, which will help us deliver our commitment to transform the area.
- Clarendon Square in **Haringey Heartlands** received outline planning consent in September 2011.
- Plans for the redevelopment of **Hornsey Town Hall** as a centre for arts and enterprise are being drawn up.
- In the 2012/13 budget the Council agreed an additional £700,000 to support the regeneration of Tottenham, £850,000 for the development of Alexandra Palace and a £9million north Tottenham investment package for heritage, public space and environmental improvement.

Rebuilding Tottenham is at the heart of our priorities. The challenge is to ensure that we deliver the type of regeneration that Tottenham deserves – working with people, not simply on behalf of them, to deliver more than the physical re-building of the High Road and surrounding area by bringing in new business, more jobs and mixed housing. We want Tottenham to be a place where more people choose to buy or rent a home, bring up their families and work in fulfilling and diverse jobs. We must rebuild confidence in it as a safe place to live. Our [plan for regenerating Tottenham](#) is in development.

While regenerating Tottenham must be our priority, regeneration of key sites across the borough is vital for providing a better quality of life for all of our residents. The redevelopment of **Hornsey Town Hall** will provide a centre for arts education in the borough, creating a vibrant focal point for Crouch End, and offering a boost to local businesses with an influx of visitors to the area. The **Haringey Heartlands** scheme will bring new homes, shops, restaurants and public spaces to the area. We are committed to working in partnership with Alexandra Palace and Park Board towards the regeneration of Alexandra Palace.

Our regeneration work is overseen by [Haringey's Local Plan](#) (formerly the Core Strategy) which sets out plans for the future development of the borough. It covers how the Council will deliver a better choice of high quality design, affordable housing, better community facilities, more schools and training opportunities, improved public transport and more attractive and safer streets and parks.

2012 - 13

2013 - 14

April - September

- ✓ Consult on both a regeneration plan for Tottenham and improvements to Tottenham High Road
- ✓ Consult on the Northumberland Park Development and the link with the redevelopment of Tottenham Hotspur Stadium
- ✓ Consult on the improvement plan for Alexandra Palace
- ✓ Promote the rebuilding of sites in Tottenham – Aldi supermarket on site
- ✓ Start the regeneration of Tottenham Green as a civic heart for Tottenham
- ✓ Draft strategy for future use of community buildings
- ✓ Begin to identify and release Council owned sites for regeneration following a property review
- ✓ Continue to deliver Haringey's 12 in 2012 pledges

October - March

- ✓ Promote the rebuilding of sites in Tottenham – Carpet Right store on site
- ✓ Complete the improvements to Tottenham Green
- ✓ Review plan to improve the transport interchange at Tottenham Hale
- ✓ Work with the Green Lanes Strategy Group to deliver improvements to Green Lanes
- ✓ Create new parks, homes, community facilities and a new high street at Hale Village
- ✓ Progress plans for regeneration of Haringey Heartlands
- ✓ Begin work on improvements to Lawrence Road, N15
- ✓ Progress plans for Civic Centre, Wood Green
- ✓ Consult on plans for St Ann's

April - March

- ✓ Complete plans for the Northumberland Park Development and deliver early improvements
- ✓ Improve the transport interchange at Tottenham Hale – commence work on bus station site
- ✓ Complete improvements to Green Lanes
- ✓ Begin improvement work on Hornsey Town Hall

Priority 2: Deliver regeneration to key areas of the borough

3. Tackle the housing challenges

Lead: Director of Adult and Housing Services

Where we are now

- Haringey has significant levels of **homelessness**, reflective of the high levels of deprivation, particularly concentrated in the east of the borough.
- Despite reducing the use of **temporary accommodation** by 49% since December 2006, Haringey still has just under 3,000 homeless households living in temporary accommodation (March 2012), amongst the highest in the country.
- The supply of **affordable housing** falls well short of the level of demand.
- In some parts of the borough – particularly in the east – we have an oversupply of **low quality, private rented accommodation** which is likely to attract households who are being priced out of more expensive areas in the capital as a result of the Government's housing benefit changes.
- A sharp rise in the number of migrant workers coming to Haringey has led to **increasing demand** for low cost private rented accommodation. Between 2002/3 and 2010/11, the Department for Work and Pensions completed just over 91,000 new national insurance registrations for overseas nationals in Haringey – the fourth highest in London. 67% of these migrant workers recorded Tottenham as their home.
- Estimates from the Department of Energy and Climate Change put the rate of **fuel poverty** in Haringey around 14%, slightly above the London average. The [Warm 'n' Healthy](#) project was launched in January 2012, with Department of Health funding, supporting more than 400 older people with its 'winter offer', which included help with fuel efficiency/poverty and fire safety assessments.

We know that a good standard of housing is essential for a good quality of life. Haringey has some excellent housing – both in the social sector and private sectors – however, we recognise that some falls below acceptable levels. We are committed to improving existing housing conditions in both the private rented sector and in social housing. We will work in partnership with landlords, but take strong enforcement action where necessary, to improve the condition of Homes in Multiple Occupation and to bring empty properties back into use. We will also continue to deliver our Decent Homes Programme to improve the standard of existing council homes.

We are committed to improving the availability and tenure mix of housing. We want all neighbourhoods to have a balance and mix of house types and tenures to help create sustainable communities. We will support development proposals for new, high quality, energy efficient homes in a mixture of tenures.

The borough has many older street properties which can be expensive to heat and combined with low incomes can lead to fuel poverty. In Haringey, as might be expected, there are variations between wards in the number of households in fuel poverty; the highest incidence is mainly in the east of the borough. We are committed to reducing levels of fuel poverty across the borough.

This work is supported by the [Housing and related strategies](#) and delivery plans.

2012 - 13

2013 - 14

April - September

- ✓ Work with other boroughs to procure reasonably priced, good quality Temporary Accommodation
- ✓ Agree the Affordable Rent Statement to maximise the supply of and access to affordable housing, particularly in the west of the borough
- ✓ Produce a design charter and programme for excellence in new housing developments
- ✓ Draft an estate regeneration strategy and housing stock investment plan
- ✓ Establish Homelessness Forum

October - March

- ✓ Develop a plan to meet the needs of families displaced/ disadvantaged by changes to the welfare system
- ✓ Develop a plan to minimise the financial impact of the Overall Benefits Cap on the Council
- ✓ Deliver a minimum of 200 affordable homes
- ✓ Continue to bring empty properties back into use
- ✓ Finalise the estate regeneration strategy and housing stock investment plan
- ✓ Develop a 30 year business plan for the future management and maintenance of the Council's housing stock
- ✓ Complete Homelessness Strategy 2012-14 year one actions to tackle homelessness and minimise the number of households in Temporary Accommodation
- ✓ Review and update the Housing Allocations Policy
- ✓ Develop and agree a Tenancy Strategy

April - March

- ✓ Complete Homelessness Strategy 2012-14 year two actions to tackle homelessness and minimise the number of households in Temporary Accommodation
- ✓ Extend the additional Licensing Scheme for Houses in Multiple Occupation to several parts of Tottenham
- ✓ Implement our plan to minimise the financial impact of the Overall Benefits Cap on the Council

Priority 3: Tackle the housing challenges

4. Improve school standards and outcomes for young people

Lead: Director of Children and Young People's Services

Where we are now

- Haringey won the fight for **fairer funding** following a long and sustained campaign by the Council, trade unions, schools and local MPs to end an anomaly that has seen the borough miss out on millions of pounds worth of funding for local schools.
- Results in the **Foundation Stage** (children at the end of reception year) improved in 2011 closing the gap with national results to five percentage points. Attainment at **age 7 and age 11** remains below the England average.
- Local students achieved their best ever **GCSE** results, with the percentage of pupils achieving 5 or more A* - C grades (including English and maths) now very close to the national average (Haringey 57.3%, England 58.9%). Our secondary schools were among the most improved in the country. At **post 16**, Haringey has closed the gap with the England average.
- In the 2012/13 budget the Council agreed £12million to modernise and expand primary schools to meet increasing demand.
- Although Haringey's rate of **teenage conceptions** increased in 2010, the overall trend shows a 16.3% reduction since 1998.
- Haringey has the fourth highest level of **child poverty** in London

Our aim is to ensure all children have the opportunity to achieve their potential. Improving outcomes for children and young people, in particular educational attainment is critical to driving down the high level of inequality in the borough. We are committed to forging a new relationship with our schools and therefore the Council has launched [Outstanding for All](#), a commission charged to consider how best to accelerate the pace of school improvement across the borough. Recommendations from this work will form a new Education and Learning Strategy. We will also prepare for the raise in the school leaving age from 2013.

We know too that adolescence is a critical time for young people who will be making decisions that will significantly affect their future. Whereas young people in general face challenges in achieving their aspirations, we want to ensure that most of them will enjoy their teenage years, having productive experiences which will enable them to succeed. A minority of young people need intensive interventions and ongoing support in order to effect a successful transition to adulthood. We are taking an holistic approach to supporting hard to reach young people, working with whole families to tackle issues of anti-social behaviour, school attendance and worklessness; this is described in detail in our forthcoming [Strategy for Young People \(aged 13 and above\)](#).

Following the recent release of the 2010 teenage pregnancy figures which showed Haringey's rates were the highest in the country, the Council and its partners have set up a 'Teenage pregnancy taskforce' to prioritise work to reduce teenage pregnancy and improve young people's sexual health.

We are committed to developing more activities, opportunities and positive experiences for children and young people, and to involving them in shaping the services they use.

2012 - 13

2013 - 14

April - September

- ✓ Launch Outstanding For All commission to consider the future of education provision in Haringey
- ✓ Hold Head teachers' conference to inform approach to future school improvement
- ✓ Hold annual Governors' conference to help support governing bodies to make decisions about the status of their schools
- ✓ Use Early Intervention Grant funding to prepare for the new duty to give vulnerable two year olds access to early education
- ✓ Increase the number of primary school places to meet demand
- ✓ Commence Troubled Families Initiative
- ✓ Teenage Pregnancy Task Force to agree actions to reduce levels of teenage pregnancy

October - March

- ✓ Respond to recommendations from 'Outstanding for All' commission
- ✓ Develop proposals for new school improvement service structure to provide challenge and support to underperforming schools particularly at Key Stage 2 (age 7-11)
- ✓ Begin delivery of the Strategy for Young People (13-19 year-olds) to enable every young person to achieve their full potential
- ✓ Develop area based forums so that young people can have a say about services at a local level
- ✓ Deliver the Strategic Improvement Programme to increase the number of families receiving earlier help; prevent more costly use of services, and provide more targeted support to schools
- ✓ Improve the timeliness of care decisions, including meeting adoption timescales

April - March

- ✓ Develop sufficient places to fulfil the new duty to give vulnerable two year olds access to early education
- ✓ Develop plan to introduce placements with good or outstanding childminders

Priority 4: Improve school standards and outcomes for young people

5. Deliver responsive, high quality services to residents

Leads: Assistant Chief Executive and Director of Corporate Resources

Where we are now

- In 2011/12 the Council **achieved £41m of savings** in its revenue budget as part of its programme to achieve £84m of savings by 2014.
- A £1.2million [One Borough One Future Fund](#) has been set up for projects which support innovation and change, stimulate new ideas and help the council address inequality.
- **Council tax has been frozen for the third year running** as the council looks to ease pressure on local families.
- **95.30% of council tax was collected** for 2011/12, among the highest collection rate in London.
- The average time taken to process new benefit claims and changes is longer than we aimed for and remains a focus for the coming year.

This priority relates to the culture of the Council and applies to all of our services. We are committed to getting the basics right – delivering excellent, responsive, value for money services to residents at all times, and making the Council an effective organisation. We need to ensure that we are ambitious and creative enough to meet the expectations of our residents. We want to improve residents' experience of Council services and for all of our services to provide a first-class standard of customer care, and to inspire confidence in the Council as a whole. To become a more customer focused organisation we will enhance our engagement with residents to get their views on where we need to improve.

We are aware that high quality services will need to be delivered within a lower cost base. The Council will therefore continue its focus on efficiency, economy and achieving value for money. The significant reductions in our budget mean that there is reduced capacity to meet the range of customer needs and expectations that have been accommodated in the past. However, in delivering less we must do so to a higher standard.

We will prioritise our resources to provide quality services to those who need them most. Where appropriate, we will look for new ways of delivering services including sharing services with other organisations. We will also strengthen our strategic commissioning approach to service delivery by looking in depth at the needs of a local population, considering how those needs will be best met, by whom and in what ways, and then seeking provision accordingly.

We will ensure that our staff have the right skills to deliver services and that our commitment to our residents is at the heart of everything we do.

Our approach to this priority is set out in the Council's Residents' Strategy and [People Strategy](#) (forthcoming).

2012 - 13

2013 - 14

April - September

- ✓ Start delivery of the Residents' Strategy
- ✓ Complete options appraisal for frontline delivery model of Customer Services
- ✓ Introduce "cashless" parking payments
- ✓ Implement Voluntary Sector Commissioning and Funding Framework
- ✓ Develop unit costs for key services
- ✓ Continue implementation of shared services programme with Waltham Forest
- ✓ Develop Area Committee Action Plans
- ✓ Make the best use of the Council's office accommodation through SMART working

October - March

- ✓ Develop online services to be more user friendly, including social media and personalised web services
- ✓ Complete systems upgrade for permits and Parking Control Notices to improve customer experience
- ✓ Complete agreed volunteering and participation projects
- ✓ Report on unit costs and use them to improve value for money and financial resilience
- ✓ Prepare to take control of the administration of Council Tax Benefits and legislative changes in respect of Council Tax
- ✓ Explore the opportunities for alternative service delivery models including shared support services
- ✓ Allocate the 'One Borough, One Future' Fund to approved projects to promote innovative ways of working
- ✓ Finalise and implement the Council's new People Strategy
- ✓ Model the costs and opportunities associated with the Local Government Finance Bill (Local Business Rates, Council Tax Support) and welfare reform

April - March

- ✓ Implement changes to customer services including a new model for Revenues and Benefits
- ✓ Take control of the administration of Council Tax Benefits
- ✓ Implement opportunities for alternative service delivery models including shared support services

Priority 5: Deliver responsive, high quality services to residents

Other major responsibilities

Our five key priorities do not reduce the importance of our other essential work. The Council provides a range of services; some are very visible and are provided to all our residents – like collecting the waste and recycling, leisure centres and libraries. Some only become obvious when residents need them – like social care services. We aim to make sure that our services fully reflect the needs of our diverse communities. Only new actions to deliver these responsibilities are described below, ongoing activities are included in the business plans of individual services.

Community safety

Lead: Director of Place and Sustainability

Where we are now

- The 2010/11 Residents' Survey shows that **residents' biggest concern was crime**.
- The **overall crime rate** increased over 2011/12. We know that crime is concentrated at transport hubs and retail centres and in particular areas of the borough such as Northumberland Park and Tottenham High Road; these have been longstanding hot spots for crime.
- **Young people** aged between 18-25 years are most likely to be victims of crime, and youths (aged 10-17) are most likely to be victims of robbery and assaults.
- Although **domestic and gender-based violence** is generally acknowledged to be an under-reported crime, it still constitutes 30% of all violent crime in Haringey, which is high when compared to other London boroughs. Almost 80% of offences occur in the east of the borough.

The Tottenham riots of August 2011 had a devastating effect on local people's *ability to feel safe*, and we are now committed to strengthening the role and presence of the Police, and to helping rebuild trust between the Police and Tottenham's communities.

To help residents feel safer all across the borough, the Council is working closely with the police and other partners to set up an enhanced enforcement and reassurance team.

Protecting people from avoidable harm or abuse underpins everything we do. We want vulnerable children and adults living in Haringey to feel supported and secure, and our looked after children to live in stable environments. We want to raise awareness of domestic and gender-based violence, particularly through engagement with children and young people, and ensure that survivors are supported.

We want residents to be able to get on with their lives without fear of anti-social behaviour, crime or abuse. We are working with the police and residents to make sure that Haringey is a safer place for people to live, work in, and to visit; activities are described in our [Community Safety Strategy](#).

2012 - 13

2013 - 14

April - September

- ✓ Develop a multi-agency casework group to reduce levels of anti-social behaviour and hate crime and support victims
- ✓ Host a national practitioners' conference with Respect UK focussing on understanding and preventing violence in teenage relationships
- ✓ Work with the police to establish a Youth Independent Advisory Group
- ✓ Establish an 'Integrated Offender Management' Model to reduce offending and re-offending (focus on 18-25 year olds and property offenders)
- ✓ Finalise Hate Crime Action Plan
- ✓ Prepare for the London 2012 Olympics

October - March

- ✓ Deliver externally funded community safety programmes, including 'Ending Gang and Youth Violence' and 'Preventing Violent Extremism' and agree future resourcing
- ✓ Identify organisation(s) to develop and deliver six intensive violence reduction courses for Youth Offending Service (YOS) clients
- ✓ Evaluate the effectiveness of Haringey's multi-agency safeguarding hub (MASH)
- ✓ Deliver joint operations with the Police and Fire Service to address breaches of license conditions
- ✓ Deliver and implement a new Prevention Strategy for the safeguarding of adults

April - March

- ✓ Deliver six intensive violence reduction courses for Youth Offending Service (YOS) clients

Community Safety

Lead: Director of Place and Sustainability

Where we are now

- The **state of our streets** is residents' second biggest concern after crime.
- Our **street cleanliness** survey shows that 93% of streets have acceptable levels of litter, better than we aimed for.
- Although over a quarter (26.5%) of **household waste was recycled** in 2011/12, this is lower than average for London.
- Haringey has 15 Green Flag **parks and open spaces**.
- 16% CO₂ reduction achieved in the **Muswell Hill Low Carbon Zone**.
- In the 2012/13 budget, the Council agreed a further £200,000 investment in local parks and £500,000 to maintain roads and footpaths.

We know that the physical environment in which people live has a direct impact on their well-being. Well planned, clean, green areas with good public spaces have a positive impact on people's physical and mental health, improve levels of trust and enhance community life, and help to prevent crime. We are committed to enhancing the environment across the borough, making sure that the whole borough is sustainable and a place where people want to live and work.

We want to encourage residents to take pride in their neighbourhoods, and take personal responsibility for ensuring that they are clean. We will be increasing our enforcement activities in partnership with other agencies in the borough, to make sure that our streets look as good as possible, and that activities such as fly-tipping are stamped out.

We are proud of our Green Flag parks and open spaces, and will be working hard to maintain their status, as well as making significant improvements to Down Lane and Lordship Recreation Grounds.

We want to reduce the impact of climate change in order to look after our environment and encourage use of our parks and green spaces. We need to make sure that we build on our residents' enthusiasm for protecting our environment and combating climate change. We will be making improvements to our travel systems, particularly in Tottenham, to encourage residents to make better use of public transport, get on their bikes or walk to their destinations.

We know that encouraging residents to increase their recycling is essential – both to improve the cleanliness of the borough, and to provide better value for money. As we adapt for the future, our approach must be to promote recycling, reduce the amount of waste sent to landfill and secure value for taxpayers.

Activities to deliver this area of work are described in the [Greenest Borough Strategy](#).

2012 - 13

2013 - 14

April - September

- ✓ Officially launch Neighbourhood Action Teams (NATs)
- ✓ Roll out second phase of weekly recycling and fortnightly waste collections
- ✓ Achieve 'Fields in Trust' recognition for Muswell Hill Playing Fields and the recreation grounds at Albert Road, Lordship Lane and Down Lane and hold celebration events
- ✓ Maintain 15 Green Flags for parks and open spaces
- ✓ Complete improvement works at Lordship Lane Recreation Ground
- ✓ Deliver our Smarter Travel Programme to reduce car use and increase road safety, including twenty roadshows (continues throughout the year)

October - March

- ✓ Identify the causes of fly tipping in three pilot areas and introduce measures to combat fly tipping in those areas
- ✓ Roll out third and final phase of weekly recycling and fortnightly waste collections
- ✓ Develop a 40:20 Action Plan to reduce carbon emissions by 40% by 2020
- ✓ Investigate feasibility of developing a 'Green Deal' partnership with other London boroughs, private and third sector partners
- ✓ Develop initial proposals for a partnership with an Energy Services Company (ESCo) to deliver low carbon energy schemes
- ✓ Develop Down Lane Renewal Project and secure capital match funding
- ✓ Complete the Wood Green Hub as part of the Biking Borough programme to make roads in Haringey "bike friendly"

April - March

- ✓ Implement partnership with an Energy Services Company (ESCo) to deliver low carbon energy schemes
- ✓ Establish five sites of importance for nature conservation
- ✓ Continue to deliver the Biking Borough programme to make roads in Haringey "bike friendly"
- ✓ Complete two year tree planting programme (150 new trees each year)
- ✓ Roll out effective measures to reduce fly tipping across the borough using the lessons learned in pilot areas
- ✓ Implement the Down Lane Renewal Project

Environment

Health and Social Care

Leads: Directors of Public Health; Children and Young People's Services;
Adult and Housing Services

Where we are now

- The Government has recognised the council's sustained improvement in **safeguarding children** and ended its oversight of the service.
- Around 4,360 adults receive **social care services** with the number of clients arranging their own care continuing to increase. Adult Social Care Services has launched the [Reablement Service](#) to help people discharged from hospital to regain independence and reduce the need for long-term care. The [Carers Hub](#) was set up at Wood Green Library in June 2011. It gives unpaid carers a place where they can meet other carers over a cup of tea or coffee, access the internet, and get information and advice.
- Although there has been a steady improvement in the **infant mortality rate**; approximately one in every 200 babies in Haringey dies before their first birthday. Since 2008, there has been a steady increase in the coverage of **childhood vaccinations** with a significant improvement in 2011/12. One in four children is either **overweight or obese** before they start school.
- Although **life expectancy** is rising generally, there remains a nine year difference between men living in different parts of the borough (72.5 years in Tottenham Green and 81.5 years in Fortis Green). The difference across the borough is not replicated for women. Over 50,000 adults **smoke**, mainly in the east of the borough, and about 86,000 adults are **overweight or obese**.
- 6,047 **NHS Health Checks** were undertaken in Haringey in people aged 40-74 year olds. This is 9.2% of the eligible population and more than the 5040 we aimed for.
- Haringey has the third highest rate in London of **severe mental illness**, and an estimated 34,500 people have **common mental health problems**. There is a high rate of male **alcohol-related illness and death** in the borough, and the tenth highest rate in London of **drug and alcohol misuse**.
- In the 2012/13 budget, the Council agreed a further £1.5million for supported living adaptations to people's homes.

We want everyone in Haringey to live a healthier life, and to be able to access high quality health and social care services if they need them. However, many of our residents do not experience this, with those in the poorest parts of the borough not only more likely to die early but also to spend a greater proportion of their lives unwell. We understand that to reduce these health inequalities we need to focus not only on health, but also on reducing inequalities in socio-economic circumstances, and particularly in relation to educational and employment opportunities.

Our [Health and Wellbeing Strategy](#) outlines our commitment to encouraging residents to take up healthy behaviours (such as using local leisure centres) and support those with long-term conditions to live a healthier life. We are committed to reducing infant mortality and childhood obesity and want all children in Haringey to have a healthy start in life and an equal chance to fulfil their potential. We are taking action to reduce both the high levels of mental illness in the borough, and the associated stigma. Our vision is for users of care services and their carers to be in control of their own care, accessing services that meet their needs and having a positive experience of care and support.

2012 - 13

2013 - 14

April - September

- ✓ Implement the next phase of reablement service by setting up the Joint Reablement Service to help people discharged from hospital
- ✓ Support the opening of a new extra care housing scheme – Roden Court.
- ✓ Increase access to contraception advice through the C-card scheme
- ✓ Provide outdoor gyms at Down Lane Recreation Ground and Ducketts Common

October - March

- ✓ Simplify the care pathways for children with complex and additional needs
- ✓ Redesign the drug and alcohol treatment system to ensure it better meets the needs of the local population
- ✓ Train frontline staff in the early recognition of mental illness
- ✓ Expand the NHS Health Checks programme to identify and support 40-74 yr olds at risk of heart disease, stroke, diabetes and kidney disease
- ✓ Develop a plan for commissioning Housing Related Support services
- ✓ Put in place a planning policy to control fast food outlets in the borough
- ✓ Ensure all social vulnerable adults eligible for adult social care have been offered a personal budget
- ✓ Re-commission and remodel Housing Related Support services

April - March

- ✓ Run a publicity programme to ensure Haringey's parks, children's playgrounds and bus shelters remain smoke free
- ✓ Implement the Health & Social Care Act 2012 locally
- ✓ Implement joint and integrated commissioning with the NHS and Voluntary Sector

Health and Social Care

Resident empowerment and social inclusion

Leads: All Directors

- Haringey [Neighbourhoods Connect](#) launched in 2010, continues to support vulnerable people to remain in their own homes, drawing on formal support from the public and voluntary sectors, and on informal support from local groups and neighbours. Through the [Warm 'n' Healthy](#) project more than 400 older people have received its 'winter offer', which included matches with volunteer befrienders, preparation for the digital switchover, and benefits advice.
- The £820,000 [Haringey Investment Fund](#) was launched in March 2012. Voluntary and community sector organisations were given the opportunity to bid for up to £50,000 per year for a period of up to three years.
- The council has secured funding for [two national initiatives](#) to support community led projects in areas with significant deprivation and social capital.
 - Four Haringey wards (Bruce Grove, Northumberland Park, Tottenham Green and West Green) were selected to receive neighbourhood grants over the next four years as part of the national **Community First** programme.
 - A small area of Noel Park ward is in line to receive £1m investment over the next ten years from the **Big Local Trust**.
- [Area Forums and Committees](#) were launched in mid-June 2011 to work with local people to improve their neighbourhood for the benefit of all residents. Area Committee Action Plans have been developed for each area in consultation with local people.
- Local people come together for many **community events** including: the Green Lanes Food Festival; for Holocaust Memorial Day, International Women's Day and Black History Month.

We want residents to feel part of their local communities, feel empowered to act for themselves and to have a say in the things that matter to them in the borough. To achieve this, we need to make sure that our residents are well-informed about services that are important to them, through providing the right information at the right time.

We are determined to engage when it will make a difference, be clear about what we are asking and reach all of Haringey's communities. We want to work with local people to ensure they have opportunities to shape their neighbourhoods, and to build leadership capacity across the borough.

We will enable people who use our services to shape their delivery. We want residents to support each other, and to know where to find extra help if they need it – through public sector agencies, and through our voluntary and community sector. We are committed to working with our voluntary and community sector to deliver innovative services to improve the quality of life of the borough's communities.

The Council's [Voluntary Sector Strategy](#) describes our priorities for promoting volunteering and active communities.

Actions to deliver this area of work are described throughout this Council Plan.

Making equalities integral to our planning

The Council has a strong commitment to ensuring that everyone is treated equally, with understanding and respect. We will promote equal opportunities in service delivery and as an employer, making it integral to all our strategies, policies and practices.

During 2011-12 we updated our [Equal Opportunity Policy](#) to reflect the Equality Act 2010 and adopted the following aim:

'A council which ensures the provision of services appropriate to local need, valued by all and delivered by staff who reflect the diverse communities we serve'

We have set nine [corporate equality objectives](#) to support the implementation of the Equality Act. They form the basis of our corporate equality plan for 2012-13.

To meet our statutory duties under the Equality Act, we use equality impact assessments to anticipate and prevent or minimise the likely effects that changes may have especially on disadvantaged groups.

This approach allows a systematic way of taking equal opportunities into consideration enabling Council Members to make informed decisions about the potential effects of proposals. As part of the Council's 2011-12 budget setting process, all proposals were assessed for their equalities risks and presented to Cabinet. The [assessments](#) are available on our website.

Monitoring and reviewing our progress

This Council Plan provides the framework for the improvements we need to make. It is supported by other key strategies and plans set out on p. 7.

We have set key milestones in the service business plans to help us know that we are heading in the right direction. The key indicators that we will use to measure our progress are shown in Appendix B. We will also invite residents' views about our services through a quarterly survey.

Detailed actions to help us achieve the priorities and areas of responsibility are shown in the accompanying 'delivery plan'.

[Progress](#) on all of these areas will be reported on the Council's website.

Council funding and spending in 2012/13

We are committed to achieving **value for money** – we want to deliver the best services at the lowest possible cost to our residents. We aim to achieve the right balance between economy, efficiency and effectiveness. We are spending less, due to budget cuts. Therefore the money we spend on services has to be spent wisely, so that these services achieve the maximum amount of impact in the community.

On a practical level, value for money can be achieved in different ways, including:

- Reducing costs (e.g. through more efficient procurement and commissioning)
- Reducing inputs (e.g. people, buildings)
- Getting better outcomes for the same inputs (e.g. improved services or productivity from the same number of staff)

Our [Medium Term Financial Plan](#) ensures that the Council's priorities can be delivered within available resources whilst achieving value for money. It integrates business and financial planning over the three-year budgeting period 2012/13 to 2014/15.

Our net budget for providing Council services from April 2012 to March 2013 is £494.7m. The tables and charts in this section show how this spend is analysed.

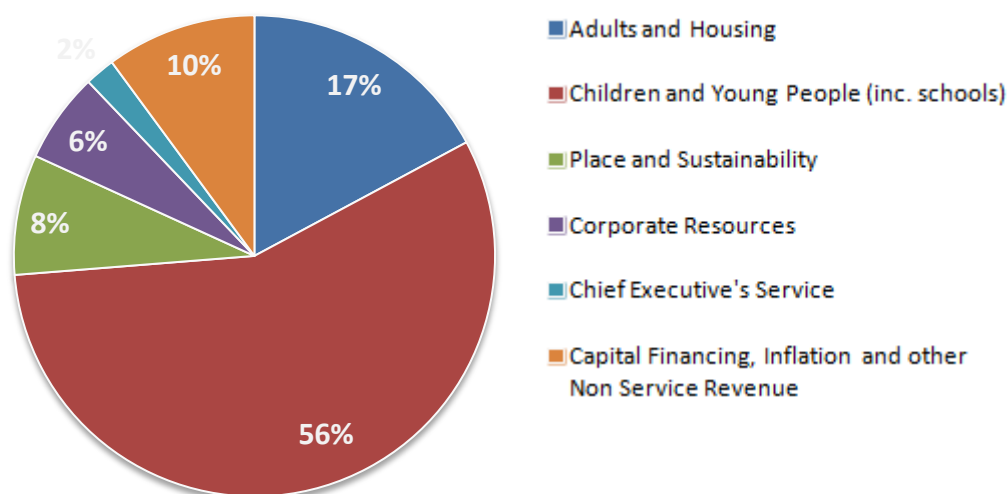
The Council's Budget 2012/13

2011/12 Net £m	Services	2012/13 Net £m
275.1	Children and Young People (including Schools) Services	277.0
90.1	Adults and Housing Services	86.3
43.5	Place and Sustainability	41.8
0.8	Public Health	0.8
29.9	Corporate Resources	29.6
11.6	Chief Executive's Service	10.0
44.2	Capital Financing, Inflation and other Non Service Revenue	49.2
495.2	Total Funding Requirement	494.7
209.0	Dedicated Schools Grant (including Pupil Premium)	216.3
153.2	Formula Grant*	141.2
30.5	Other Core/Specific Grants**	34.2
102.5	Council Tax Requirement	103.0

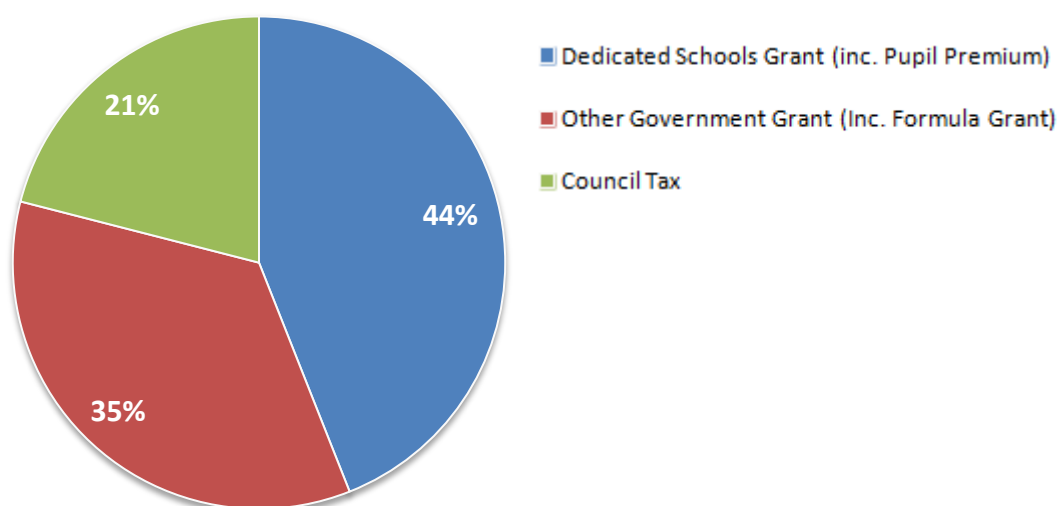
* *Formula Grant* is money from central Government that the council can decide for itself how to spend. It is based on government assumptions about how much the Council needs to spend and how much it will raise in Council tax.

** *Core /specific grants*, which although nominally associated with particular services or functions, can be used by the Council to help pay for the full range of services they deliver.

Total funding requirement for services 2012/13



Funding for Council services 2012/13



This year's budget for Council services other than schools is £7.7m less than 2011/12. The schools budget has increased £7.3m, funded solely by Dedicated School Grant. The reduction in the Council's budget is a result of the Council's ongoing efficiency drive following a significant cut in government funding. Whilst the Council has aimed to minimise the impact on frontline services through efficiency savings and a reduction in back office costs, both the scale and speed of these cuts have meant that some reductions in service are inevitable.

The Council continues to balance the immediate need to address the budget shortfall with the borough's need for continued inward investment. The capital programme for non-housing investment has also increased from £43m to £43.9m. The programme will mostly be paid for by government grants, contributions from developers, and the sale of surplus assets.

Further details about our financial plans to 2015 are described in the Medium Term Financial Plan.

Appendix A: Emerging national policies

- The [Localism Act 2011](#) sets out the Government's commitment to decentralisation and strengthening local democracy aiming to shift power from central government to individuals, communities and councils. The Act includes measures to reform the planning system, change social housing policies, improve community empowerment through rights to bid to buy local assets and run local services.
- The [Academies Act 2010](#) and [Education Act 2011](#) provide wider choice and decentralised powers through enabling schools to become academies, free from local authority and national government control, and opportunities for groups to set up new free schools in areas where there is parental demand.
- The [Police Reform and Social Responsibility Act 2011](#) makes provision for greater accountability through police commissioners and local Police and Crime Panels.
- The [Protection of Freedoms Act 2012](#) is intended to protect people "from unwarranted state intrusion in their private lives" and to revoke previous legislation seen as damaging civil liberties.
- The [Health and Social Care Act 2012](#) passes commissioning powers to GPs and abolishes Primary Care Trusts. New local Healthwatch organisations will speak out on behalf of people using health and social care services.
- The [Welfare Reform Act 2012](#) introduces a universal credit to replace many existing benefits. It brings in a cap on benefits that families can receive of £26,000, puts restrictions on the amount of housing benefit that can be claimed and replaces Disability Living Allowance with Personal Independence Payments.
- Adult Social Care White Paper (expected Spring 2012) will build on [A Vision for Adult Social Care: Capable Communities and Active Citizens](#) (November 2010), which set out the government's principles for a modern system of care and support.

Appendix B: Indicators 2012/13

Priority 1: Work with local businesses to create jobs

Number of jobs created through the Haringey Jobs Fund

Number of residents supported into sustained employment through the Jobs for Haringey programme

Number of residents supported into self employment through the Jobs for Haringey programme

Employment rate

Percentage of working population claiming Jobseeker's Allowance (JSA)

Priority 2: Deliver regeneration to key areas of the borough

Progress to be measured through the achievement of milestones as set out in the Council Plan

Priority 3: Tackle the housing challenges

Number of households in Temporary Accommodation

Number of homelessness preventions

Number of homelessness acceptances

Number of affordable homes delivered

Priority 4: Improve school standards and outcomes for young people

Early Years Foundation Stage – narrowing the gap between the lowest achieving 20% and the rest

Key Stage 2 – Level 4 English and Maths

GCSE – 5 or more A*- C grades incl. English and Maths

Proportion of schools rated good or outstanding by Ofsted at last inspection

% of children getting their first choice of school place (Primary)

% of children getting their first choice of school place (Secondary)

Young people not in education, employment or training (NEETS), academic year 12-14

Re-referrals to children's social care within 12 months of last referral

Children Subject to a Child Protection Plan per 10,000 population

Children in Care per 10,000 population

Stability of Placements for Children in Care - number of moves

Time taken from receipt of application form to decision of suitability to adopt (days)

Time taken from registration of interest to decision of suitability to adopt (days)

Priority 5: Deliver responsive, high quality services to residents

Number of days taken to process Housing Benefit/
Council Tax Benefit new claims and change events

Percentage of council tax collected in year

Complaints – average days to process

Complaints – % escalated to stage 2

Resident satisfaction with contacting the council

Average days of sickness absence per
employee (full time equivalent)

Key staff survey indicators

Community Safety

Perception of antisocial behaviour in the local area

Number of violent crimes committed, including
victim based crime types (Metropolitan Police
Violent Crime Portfolio)

Number of property crimes committed, including
robbery (Metropolitan Police Property Crime Portfolio)

Repeat victimisation of domestic violence clients
visiting Hearthstone

Hearthstone clients feeling well advised and supported

Number of first time entrants to the youth justice
system

Rate of proven re-offending by young offenders in the
youth justice system

% young people within the youth justice system
receiving a conviction in court who are sentenced to
custody

Environment

Street Cleanliness: Percentage of land assessed as
having unacceptable levels of litter

Recycling rate

Carbon emissions

Health and Social Care

Delayed transfers of care
(combined Health and Social care)

Percentage of social care clients receiving Self
Directed Support (Direct Payments and Individual
Budgets)

Social care related quality of life

Overall satisfaction with adult social care services

Overall satisfaction of carers with adult social care
services

The proportion of carers who report they have been
included or consulted in discussions about the person
they care for

Adults with learning disabilities in settled
accommodation

Teenage pregnancy – Under 18 conception rate

Proportion of adults in contact with secondary mental
health services living independently

Permanent admissions to residential and nursing
homes per 100,000 population

NHS Health checks

Percentage of 4 - 5 year olds who are obese

Percentage of 10 – 11 year olds who are obese

Successful completion of drug treatment

Number of 4 week smoking quitters

Number of young people in the C-Card (contraception)
scheme

Average life expectancy

Infant mortality rate