



Building a Stronger Haringey *Together*

DRAFT CORPORATE PLAN

2015 - 18



Haringey Council

www.haringey.gov.uk



INTRODUCTION

This is Haringey's draft Corporate Plan for the next three years. It explains our priorities for the borough, and what the council will do to help achieve these. It sets out how the council will spend our budget in support of these priorities and how we will know what progress we are making. However, we cannot achieve the priorities in the plan on our own – we hope that our partners locally and our residents will sign up to working together with us on them. We want to set out the vision for the whole Borough, working with our partners to put in place everything that is needed to ensure that all our residents can lead fulfilling lives.

Context and challenges

Haringey is a place of great opportunity, with enormous potential for growth – a growing economy, more and better housing and flourishing communities. We are part of one of the world's greatest cities and benefit hugely from that – but more than this, we believe that, with our potential for growth, we are the future of London. We are already home to institutions of national and international significance including Tottenham Hotspur and Alexandra Palace. There are many great businesses, fast transport links into central London and to the M11 corridor. Our residents come from many different cultures, but our communities are comfortable with one another and get on well together. We are home to some of London's most desirable neighbourhoods, but the variety of housing available means that people who cannot afford other parts of the city have been able to make Haringey their home. All of this means Haringey is already a great place for families.

To enable all our residents to participate in this success and benefit fully from these assets, we need to address some significant challenges. Haringey is more affordable than some London boroughs, but much of our social housing needs substantial improvement and there are still many people who live in overcrowded and poor quality homes. Many residents have good, sustainable employment but there are still too many employed in insecure, short-term jobs that don't pay well enough for a decent standard of living. There is significant inequality in the borough, with substantial differences in household incomes and life expectancy between the richest and poorest parts. Too many children still live in poverty. Our education system is making faster improvements than anywhere else in the country, but our children are still not all receiving a world class education



Foreword from the Leader

**Our vision: to make Haringey an even better place to live...
and how you can help**

**Our approach: to encourage investment in our neighbourhoods
and create more opportunities for all to share in**

This is a hugely important time for the borough. We are publishing a draft vision for what kind of place we want Haringey to be in three years and beyond. The word 'draft' is quite important because it is not the finished product and it won't be until you tell us whether we are on the right track. Alongside this we are also publishing our three-year budget proposals.

In this document there are many targets and plans but there are 5 overall targets that are particularly important to us. They are:

- Every child and young person is able to attend a good or outstanding school or early years setting
- To deliver over £1bn of inward investment into the borough
- Increase average household earnings in Haringey to align with the London average by 2030 and to have made clear progress towards that goal by 2018
- Ensure that people able to have as much social contact as they like (baseline to be set)
- Increase the number of people satisfied with the area as a place to live to over 80% (compared to the national average of 75%)

I have to be honest with you that, because the Government is cutting our funding, we will face some difficult decisions. We have to save £70 million over the next three years (about a quarter of what remains of our current budget) on top of the £117m that we have saved since 2010. The Council you know now will be very different in three years' time. We will be smaller in size and we will need to change the way many of our services are delivered while stopping some things altogether. As Leader of the Council I think it is quite right that we face up to these challenges now.

It sounds quite a bleak picture doesn't it? In some ways it is – and yet while I know that there will be many challenges ahead, I am still optimistic about the future. Let me explain why. Firstly, the council is working hard to bring new investment into the borough, building more affordable homes and creating new jobs, especially in Tottenham. This investment is important because it will pay for

more services and the buildings that they are housed in.

Secondly, I know that, as a borough we have a huge amount of talent, a huge number of people who go the extra mile for their neighbours and their neighbourhood. Change happens through people, not organisations, and our job is to give people and communities the tools and support to succeed. The future is less about one organisation like the council supplying services on our own and more about us coming together to solve local challenges and to support one another. Living in a neighbourhood means that you are part of a team, part of a network which has real benefits and some responsibilities. Everybody has a role to play as a team member, however big or small. That is why our three-year plan comes with a series of “Deals” for our staff, partners and residents which set out what we can do and where we need support.

And finally, I am optimistic, because I believe that local government in England has a very strong case to argue for new powers and flexibilities in the same way that Wales and Scotland have successfully argued for new powers. Haringey, with all our potential for growth, is well placed to benefit from this. Haringey is integral to London’s growth and we will work hard to ensure that the dividends benefit all sections of our community.

Our Corporate Plan is called “Building a Stronger Haringey Together” because we cannot, nor would we ever want to, deliver our vision on our own. It sets out our ambitions for what kind of place we want Haringey to be. We want it to be a place where everybody is proud to call home, a place where everybody gets the best start in life, a place which is one of the best places in London to bring up a family and a place where people can access whatever support they require to make the most of the opportunities that exist.

Haringey is already a better place today than it was three years ago. We have improving schools, some of the best parks, crime is falling, we are ushering new investment to create new homes and jobs. We have a lot more work to do together which is why this draft plan is so important.

Claire Kober

Help finalise the plan – and our budget

The council will be consulting on our three-year plan and the budget proposals that sit beneath it from **December 17th** through to **January 16th**. Recommendations will go to Cabinet on February 10th and will be agreed by Full Council on February 23rd. You can have your say by logging on to **www.haringey.gov.uk/StrongerHaringey** or pick up a questionnaire in a library.



Foreword from the Chief Executive

The three-year Corporate Plan and budget proposals that come with it is a landmark moment because it ushers in a new era of change in the way that we do things, not just as a Council, but in our relationship with partners, businesses and residents.

The Leader has said very clearly that, despite the grim financial outlook, she is not prepared to manage decline. That is a very bold statement given the Herculean battle facing local government over the next three years and beyond.

We have, in many ways, the perfect storm – rising demand for services, particularly in social care, and shrinking budgets because of the reduction in Government grants. Yet we have a responsibility to our communities to face-up to this challenge rather than bury our heads in the sand. That is why setting a three-year budget and vision is so important. We can start a proper debate about what people can expect from their council and the step change that is needed if we are to fill the gaps and grow our communities.

I am confident it is a change that we can make. For too long local government has thought that we have all the answers. We have acted like a big machine dispensing services, but not always very well and not always in unison with the very people who can benefit from them. And often those services have been delivered at the wrong point in time, trying to solve a problem at far greater cost rather than preventing it from happening in the first place.

We have also been stuck in the mud for far too long with poor customer services and out-dated transactional methods which means that people have to wait too long, either in virtual (on the phone) or physical queues – and at greater cost to the taxpayer.

The Council of the future will be very different. It will be a Council where people can access services and information seamlessly and easily at a time that pleases them, not us, with everything available online (at lesser cost to the taxpayer). It will be a Council where we recognise that the solutions to many problems do not lie in the Civic Centre but in our communities. We have a huge amount of talent, expertise, knowledge and willingness in



This draft plan is a landmark moment because it ushers in a new era of change in the way that we do things, not just as a Council, but in our relationship with partners, businesses and residents.



our communities. Our job will be to facilitate, encourage, enable and support that talent to flourish. And the services that we do provide or commission need to be concentrated far more acutely on preventing problems from occurring rather than dealing with the problem. Our residents will be far better served by that approach. We have got a big job to do to create more opportunities for people to get on in life and that is why we are concentrating on bringing in an extra £1bn of investment through regeneration over the next three years.

Also as devolution from Whitehall becomes a reality we must be an organisation ready to take in the additional risk and responsibility that will come alongside the freedoms and flexibilities we have long sought. I strongly believe that we have both the potential and desire to really benefit from this.

I realise that our draft three-year plan will require a big step change within the council and within our borough. We will require new skills and we will need to change our thinking. This draft Corporate Plan is the start of that journey - a journey of facing up to the challenges that have been set and supporting our communities to grow rather than managing decline. We will need the help of everybody who has an interest in our borough to achieve it, but I am confident that if we work together the future for our borough will be very bright.

Nick Walkley

The transformation journey

The economic challenges the UK has faced over the last few years have had a significant impact on organisations across the whole of the public, private and voluntary sectors. In Haringey, we do not want to manage decline but ensure that as an organisation, we have the capacity to tackle all the challenges we face in a planned and pragmatic way with a focus on improving outcomes for our residents.

The organisational change required to deliver a new future for Haringey Council is huge and should not be underestimated. The council has already taken out over £100m from its budgets since 2010 with smaller scale revisions to services and reductions. We need to take a further £70m out over the next three years and to do this requires radical change.

Building better partnerships

We are aware of the need to redefine the council's role and purpose in response to continued austerity - in terms of what we deliver and how we deliver services. This has meant reviewing our partnership arrangements which need to be more strategically planned. Up until now there has been a significant reliance on the council to lead, to manage and to resource local partnerships. The time is right for us to move away from this way of working and towards shared accountability.

Building community resilience

As part of exploring different delivery models we have started to examine how to talk and work more effectively with local communities. Communities have assets and relationships that can provide mutual support beyond the reach of council services. In many cases when people help themselves and each other, better outcomes are achieved.

Engaging with residents differently

Resident engagement is an essential mechanism for checking if we are delivering services that residents want and that the services are focused on their needs. As well as engaging with our residents on key issues such as the budget cuts, we are also developing new approaches to resident engagement, focused on building community capacity.

Building service capacity where needed

We have created new teams and brought in experts to help drive our change agenda. Examples include:

- The creation of the Corporate Delivery Unit which supports sustained improvement in delivery in areas that have been identified as a priority by the Chief Executive and the Leader such as temporary accommodation, street cleanliness and children's safeguarding
- iMPOWER which has been brought in as our strategic partner to support our 54,000 transformation programme
- Creating the Haringey Academy approach to identify and develop our best in-house talent.

Delivering better services

We are working hard to ensure that we deliver the services that matter to residents in a timely, effective, efficient and satisfactory way. Performance has improved significantly across all customer service indicators in 2013/14. In addition we have seen improved services in a number of key areas including:

- Number of secondary schools judged as good or outstanding by Ofsted
- Street cleanliness and recycling rates
- High quality parks and open spaces
- Timely processing of planning applications
- The most improved borough in the country for GCSE performance since 2010

Over the last 18 months, the council has embarked on a significant and ambitious modernisation programme of transformation and change. We have identified six areas that need to be prioritised in order to achieve the best possible outcomes for the borough and ensure residents are receiving excellent service. These are:

Tottenham

Our future vision for Tottenham is that by the age of twenty, a child born in Tottenham today will have a quality of life and access to the same level of opportunity that is at least equal to the best in London. The Tottenham Strategic Regeneration Framework (SRF) sets out the vision and aspiration for the regeneration of Tottenham over the next 20 years.

Haringey 54,000

In Haringey, we want every child to be safe and able to thrive and achieve. Our children's services have been on an improvement journey and there are achievements to be proud of but we have a lot more work to do. In July, Ofsted judged our children's services as 'requires improvement', which is in line with or better than other London boroughs inspected so far but we are aiming much higher. Not only do we need to continue to strengthen the quality of our practice in social care but we need to fundamentally re-think and re-shape how our services support

children and young people in Haringey so that these are good and then outstanding.

Housing unification and improvement

This programme aims to integrate our services into a customer focused service in line with Corporate Priorities and programmes and deliver a housing strategy for the borough including capital investment programmes.

Health and social care integration

We will work with our NHS partners to bring health and social care together and create a more effective and efficient health pathway for patients with a bigger focus on prevention.

Business infrastructure

In order to deliver the priorities in the corporate plan, we need to be an effective and efficient organisation. This corporate programme will identify what needs to change, deliver and embed those changes and ensure we have the right internal infrastructure and culture to be a sustainable, customer-focused council.

Customer services

The Customer Services Transformation programme (CST) will fundamentally change and improve the way in which customers interact with the council to access services. We will ensure customers are able to interact with us in the way they choose to and that their experience is a positive one.

Our priorities

The following pages set out a summary of our objectives and are followed by detailed delivery plans, which include how we intend to measure success.



We will do this by:

PREVENTION AND EARLY INTERVENTION

Preventing poor outcomes for children, young people and adults and intervening early when help and support is needed

A FAIR AND EQUAL BOROUGH

Tackling the barriers facing the most disadvantaged and enabling them to reach their potential

WORKING TOGETHER WITH OUR COMMUNITIES

Building resilient communities where people are able to help themselves and support each other

VALUE FOR MONEY

Achieving the best outcome from the investment made

CUSTOMER FOCUS

Placing our customer needs at the centre of everything we do

WORKING IN PARTNERSHIP

Delivering with and through others

Priority 1:

Outstanding for all

Enable every child and young person to have the best start in life, with high quality education

Vision:

“We will work together with families to ensure that every child in Haringey has the very best start in life, including world class education.”

Outcomes	The role of the council
All children will have the best start in life.	We will work with health and education providers to ensure that there is access to excellent health care and that parents and families can access those services and have confidence in them.
Children and young people across Haringey excel at school, making the most of their potential.	We will ensure that all schools across the borough are good or outstanding, with school results in line with the best in the country.
All young people will have access to excellent employment or higher education opportunities.	We will work with partners to ensure that there are excellent training opportunities for young people to ensure they are able to achieve in line with the best nationally.
Children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time.	We will ensure parents can access the information they need and know where they can turn to for support. We will support and encourage community-led initiatives and our re-designed children's centres will provide early support, working with the whole family to help them to thrive.
Children and families who need more support will be helped earlier before issues escalate.	We will work with other agencies to build an early help model to support children and families with additional needs.
All children and young people will be safeguarded from abuse.	Children and young people at risk will be given the right support but where possible, we will work with families to help identify their own solutions.

Priority 2:

Outstanding for all

Empower all adults to live healthy, long and fulfilling lives

Vision:

“We will support people to live healthy, long and fulfilling lives with control over what is important to them.”

Outcomes	The role of the council
All residents will be as healthy as possible for as long as possible.	We will work with communities to improve our environment and encourage healthy lifestyles for all. We will ensure that throughout their lives people will have access to good information to make informed choices about healthy relationships and lifestyles.
All residents will feel more supported by the community to be healthier and to live independently for longer.	We will help build capacity and put residents and communities at the centre of designing services and support for one another.
Support will be provided at an earlier stage to residents who have difficulty in maintaining their health and wellbeing.	We will work with our partners to identify people who are struggling at an earlier stage to provide advice and identify support with the aim of helping people remain independent longer.
Residents assessed as needing formal care and / or health support will receive responsive, safe and high quality services.	We will work together with the CCG and partners to provide high quality joined up services while working with residents so that they understand what to expect when things go wrong.
All vulnerable adults will be safeguarded from abuse.	We will work with our partners to protect adults in vulnerable situations and ensure that residents will have increased awareness of the early signs of potential abuse.

Priority 3:

Clean, Green and Safe

A clean and safe borough where people are proud to live

Vision:

“We will strengthen communities and partnerships to improve our environment and reduce crime, ensuring that residents feel safe and are proud of where they live.”

Outcomes	The role of the council
We will work with communities to improve the environment, particularly by reducing anti social behavioural and environmental crime.	We will work with our communities to identify local needs and then work with partners to resolve them. This will lead to the development of local ward based action plans, which will allow communities to take ownership of their street or area by changing behaviours. We will join up our enforcement teams so we can tackle issues more effectively.
We will make Haringey one of the most cycling and pedestrian friendly boroughs in London.	We will promote and improve cycling and walking, which will include introducing a borough wide 20mph limit, increasing the network of dedicated cycle lanes and providing a smarter travel campaign to persuade people to use sustainable modes of transport.
We will prevent and reduce Violence Against Women and Girls (VAWG).	We will campaign with our partners and raise awareness on the unacceptability of this behaviour and develop interventions to tackle the problem.
We will work with partners to prevent and reduce more serious crime crimes, in particular youth crime and gang activity.	We will work with the police and probation to reduce reoffending while addressing the underlying factors such as mental health, and or drug /alcohol misuse. We will identify community leaders and influencers to help the council and partners engage with gang members to change behaviours and reduce the impact that gangs have on local communities.

Priority 4:

Sustainable Housing, Growth and Employment

Drive growth and employment from which everyone can benefit

Vision:

“Haringey is London’s future: a borough embracing growth to create thriving, more prosperous and more equal communities.”

Outcomes	The role of the council
We will enable growth, by securing infrastructure - including transport, broadband, schools and health services.	We will lobby Government, the Mayor and others to plan for and invest in new transport, health and education facilities in the borough and use our planning powers to support growth.
We will deliver growth, by creating an environment that supports investment and growth in business and jobs.	We will promote Haringey to attract investment, and identify priority sectors and support businesses in locating, growing and creating jobs.
We will take advantage of growth, by ensuring that residents have the training, skills and support necessary to find and keep good quality employment.	We will improve the skills, information and support that people get, from primary school onwards, so that they can take advantage of London’s job opportunities.
We will manage the impact of growth, by reducing carbon emissions across the borough with the aim of meeting our 40:20 goal, while growing the green economy.	We will take active steps to reduce the council’s own carbon emissions, and lead efforts to reduce emissions across the borough. We will support green businesses - including those that help to make construction and existing buildings more efficient.
We will focus growth by prioritising new homes and jobs in Wood Green and particularly in Tottenham, where need and opportunity are greatest, and by bringing some of the borough’s key community assets into more active use.	We will continue to seek investment in Tottenham while extending that to Wood Green. We will ensure that the people and businesses in these areas benefit from the investment and change in their neighbourhoods, with improved education and employment prospects, better housing, better health and a greater say in the decisions that affect them.

Priority 5:

Sustainable Housing Growth and Employment

Create homes and communities where people choose to live and are able to thrive

Vision:

“Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.”

Outcomes	The role of the council
We will provide access to good quality and affordable housing, increasing the supply of new homes.	We will build more council owned homes while working with partners to provide greater numbers of affordable housing, while increasing the overall supply, including more shared ownership housing to help low and middle-income earners get on the property ladder. We will encourage owners to bring back into use more empty homes.
We will work in partnership to prevent homelessness and to promote cost-effective options for those in immediate housing need.	We will provide realistic and achievable options for people to find housing or alternative housing and proactively help people avoid eviction and to sustain their tenancies. We will work with partners and landlords to secure good quality accommodation at reasonable prices, as a way to prevent homelessness and reliance on temporary accommodation.
We will effectively manage existing housing and provide excellent services to residents.	We will complete the current plans for bringing council owned homes up to the Decent Homes Standard. We will also provide new good quality, energy-efficient and affordable homes for rent and sale.

We will do this through...

Outcomes	Role of the council
Prevention and early intervention	
We will shift our focus from problem solving to preventing problems from occurring	Early help and prevention strategies will be built-in into everything that we do. This will mean much more effective signposting of support and working with our partners to identify people more likely to need support and delivering that support earlier.
A fair and equal borough	
We will ensure that every person receives whatever support they will require to fulfil their ambitions	All children will have the best start in life and, with adults, able to access whatever support they need to maximise their capabilities and live healthy, successful and fulfilling lives. We will work with our communities to ensure that people have strong networks of support, while tackling the underlying factors that lead to poverty and discrimination.
Working with communities	
We will work as a team with everybody who has an interest in our community to improve our neighbourhoods and increase skills and capacity around local problem solving	We will play a major role in facilitating, enabling and connecting our communities with resources, skills and capacity to make things happen. This will be done through a strategy which encourages community participation, signposts local resources and connects skills and willingness with where it can really make a difference. We will aim to create a 'community chest' with investment from across our community to help fund local ideas and innovation.

Outcomes	Role of the council
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Working in partnership

We cannot, nor would we want to, deliver this on our own. We want to work with our partners on shared objectives and delivery plans

We will agree objectives with partners and then map across the borough how we can more effectively work together, looking at the effectiveness of existing partnership boards and establishing new ones where gaps exist. We will agree a common set of principles around shared working and jointly set targets and milestones.

Customer focus

We will make better use of technology to ensure that the council is far more responsive to individuals, communities and local businesses

We will implement digital one stop shops and make better use of council buildings to ensure that customers can access council services quickly, easily and more efficiently.

We will roll out new customer standards, while using data and insight to tailor information in a way that enhances the customer experience.

Value for money

We will get better value out of every pound spent by integrating a value for money culture in everything that we do

There will be a much stronger focus on measuring cost and performance, while ensuring that efficiency targets are built into all council contracts.



Draft Delivery Plans

PRIORITY 1 - ENABLE EVERY CHILD AND YOUNG PERSON TO HAVE THE BEST START IN LIFE, WITH HIGH QUALITY EDUCATION

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
1 All children will have the best start in life supported by strong relationships and be ready for school	1. We will improve the support provided to young children (0-5) by making it better co-ordinated and more accessible to parents, including provision of and access to universal elements of the Healthy Child Programme. In future our children's centres will focus on supporting families with children up to 19 (up to 25 where there are special educational needs or disabilities), bringing together health, voluntary and community services and other support parents need to give their children the best start in life 2. We will increase the quality and accessibility of childcare across the borough	1. We will work with parents and carers, families and communities. We will work closely with statutory partners and voluntary and community providers to integrate health services for families through re-designed children's centres. The council will lead the changes to children's centres and oversee quality improvements in childcare across the borough
2 Children and young people across Haringey excel at school, making the most of their potential	1. We will ensure that all schools across the borough are rated Good or Outstanding, with school results in line with the best in the country 2. We will ensure schools have the support they need to work closely with families and the wider community to achieve this	1. Schools and governors will lead on delivery, supported by the council and the wider community
3 There will be excellent education and training opportunities for young people aged 16 plus, enabling all to develop the right skills and experience for good quality, sustainable employment	1. We will ensure that there are excellent opportunities in education, employment and training for young people by working with schools and other providers 2. We will identify young people not in education, employment or training (or whose status is unknown) to enable them to access the best support for them 3. High quality information, advice and guidance will be available to help young people make the right choices for their future	1. Schools, colleges, training providers and employers. The council will commission and co-ordinate as well as tracking performance for young people



We will work together to ensure that every child in Haringey will have the very best start in life, including through world class education, delivering the best outcomes for our children, young people and families, which are sustainable and designed around their needs



How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Parents feel that they can access the right health and other services for their children in the early years 2. Parents feel that they can access high quality and affordable childcare 3. Children will be confident in communicating and building relationships in their early years 4. A child's background whether ethnicity, household income or special educational needs, will be less important in determining their confidence in building relationships and whether they are ready for school	1. [Target % - to come] children achieving expected score on Early Years Foundation Stage, especially personal, social and emotional development and communication and language by 4 years old
1. Parents across Haringey feel this is a place of aspiration and opportunity with excellent schools 2. A child or young person educated in school in Haringey can expect to achieve in line with the best nationally 3. A child's background whether ethnicity, household income or special educational needs will be less important in determining their results than is the case today	1. All schools in Haringey will be Good or Outstanding by 2016 2. Key Stage 1 (age 7) and Key Stage 2 (age 11) results are among the best in the country 3. GCSE results are among the best in the country 4. Closing the attainment gap for groups of children who typically do not achieve as highly as others, including across different ethnic groups
1. Young people feel that they can chose the best option for them, and have high aspirations 2. There is excellent provision available so young people can make the most of their potential whether in continuing education, employment or training 3. All young people progress into higher education or employment	1. Young people entering employment remain in employment 2. Increase in the number of young people entering Higher Education 3. Increase the proportion of young people entering Russell Group universities 4. Reduce the number of young people not in education, employment and training and young people whose status is unknown

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
4 Children and young people will be healthier, happier and more resilient, supported by stronger families	1. We will support children and young people to thrive in strengthened families. To do this we will invest in better information and signposting to help families access services and connect with other community members and groups that can support them 2. We will help community led support to thrive through the use of council assets (like buildings) where possible. Our re-designed children's centres will provide very early support and work with the whole family to help them to thrive. Youth services will be re-focused to support young people to access the right choices at 16 as well as address emotional health and wellbeing and sexual health 3. We will continue to promote healthy living, including through healthier neighbourhoods for our children	1. The Council will invest in the Family Information Services Directory; re-design children's centres to support families more effectively; and re-focus our youth support. Schools will promote the health of their children and young people as we continue to strengthen the Healthy Schools programme. We will work with the services that you already access such as schools, leisure, libraries and healthcare to make sure that you are aware of the support available. We will work with a wider group of partners such as local businesses and voluntary and community organisations to create and sustain healthy environments for our children
5 Children and families who need extra help will get the right support at the right time to tackle issues before they escalate	1. We will build an early help model to support children and families with additional needs. This will involve more effective multi-agency support attached to our universal services, in particular our clusters of schools, which will provide much stronger support before needs escalate. Haringey Families First will work with families experiencing difficulties and our youth service and youth offending service will work with young people at risk of offending or participating in gangs.	1. The Council is setting up an early help offer and pathway, working with schools and other services including health, mental health and other specialist providers. We will work with families to design this pathway. The Council delivers Haringey Families First and youth services and works directly with the Youth Offending Service. If your family has multiple and complex needs the Council will work with families earlier through targeted services that prevent needs from escalating
6 All children and young people will be safeguarded from abuse and offered the best possible care if they cannot remain with their own family	1. We will work with families to achieve their own solutions whilst continuing to support children who need protection. We are strengthening safeguarding for children at risk of child sexual exploitation or on the edge of care. We are improving support for children in our care, including more effective help to achieve at school and stay healthy. We are building the quality of fostering and other placements whilst also planning for children and young people to be able to leave care at the right time with the right support around them	1. The Council is strengthening children's social care. We will work with families, foster carers, adopters and settings such as children's homes so placements, when necessary, are stable and support children and young people in care. Partners including health, police and the Youth Offending Service will help to ensure vulnerable young people are healthy, safe and well supported

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Parents can easily access the information and advice they need 2. Parents know where to turn for early support, including in the community 3. Children are measurably healthier and happier 4. Young people are less likely to engage in risky behaviour 5. Schools promote the health of their children and young people	1. Halt the rise in overweight and obese children in Year 6 (10-11 years) 2. Reduce STIs among young people 3. Reduce underage alcohol and substance misuse 4. Increase number of schools obtaining Healthy Schools status We are working on further measures of success
1. Families experiencing difficulties are able to ask for the help they need, and are identified quickly to receive support at the earliest possible point 2. Families receiving additional support are able to build strong, trusting relationships with a key member of staff supporting them effectively 3. Young people at risk of offending or participating in gangs are given positive opportunities and supported to make good decisions	1. More families know where to go to access Early Help services 2. Reduce the number of referrals to social care 3. Reduce the number of young people offending for the first time 4. Children's attendance at school is high and exclusions from school is low 5. Proficient early reading is promoted, where good reading at 7 years of age correlates to good GCSE outcomes at 16. We are working on further measures of success
1. Children and young people at risk are quickly identified and given the right support 2. Children and young people needing protection are supported by excellent social workers they can trust and who provide continuity of support 3. Children in care are offered excellent support and moved into a permanent arrangement as quickly as possible	1. Reduce the number of re-referrals to children's social care 2. Reduce the average length of time children are in care before being adopted or achieving 3. Deliver school results for care leavers in line with the best in the country We are working on further measures of success

PRIORITY 2: EMPOWER ALL ADULTS TO LIVE HEALTHY, LONG AND FULFILLING LIVES

Objectives	How will we deliver the objective	Who will be involved in delivering the objective
1 All residents will be as healthy as possible for as long as possible	1. We will work with communities to create environments that encourage healthy lifestyles for all 2. Throughout their lives, people will have high quality information to develop healthy relationships and lifestyles, and to make informed choices which will lead to improved health outcomes	All residents, (individuals and families); local communities, the council, and partners, will work together to make it possible to: 1. Change behaviour 2. Develop healthy lifestyles 3. Increase opportunities to be independent
2 All residents will feel better supported by the community to be healthier and to live independently for longer	We will: 1. Put residents and communities at the centre of the way we design services and support, seeking community solutions rather than council led solutions 2. Invest in a partner to develop innovative ways to build capacity and bring investment into the voluntary and community sector in the borough 3. Support people in communities to train others to provide support for one another (e.g. health trainers) 4. Work with the voluntary sector so that they are more able to support residents to be engaged in their communities, reducing social isolation and improving opportunity for people with disabilities	1. All residents, (individuals and families); local networks (friends and communities), the voluntary sector, the council and partners will be involved in encouraging investment in our local communities 2. The council and residents will work together to design services and support 3. The council and partners will advise residents and make it possible that those who are most vulnerable and at risk in local communities, are supported to live independent, healthy lives



We will support people to live healthy, long and fulfilling lives with control over what is important to them.



How will we know we have been successful?	How will we measure success from 2015-18
1. The difference in life expectancy across the borough will be reduced 2. Residents will live in their own homes and their communities for longer, even when they reach the point when they need more support 3. More people will have healthy lifestyles 4. Reports of discrimination and residents living in isolation will be reduced 5. More residents will be engaged in employment, physical activity and sports, and in volunteering	1. Health related quality of life will improve over time (including mental health and wellbeing) 2. The life expectancy gap across the borough will reduce 3. A reduction in admissions to residential care and increase in people supported to live in their own home and to have social connections if they wish 4. A reduction in the prevalence of unhealthy lifestyle indicators 5. An increase in employment, and in physical activity and volunteering
1. There will be more inward investment for the community and voluntary sector 2. Residents and local communities will be more involved in supporting each other 3. More residents will be volunteering 4. Residents will have better access to and make better use of information and advice 5. Older residents and those with disabilities will be more included and engaged in leisure, education, employment or health 6. Residents mental health and wellbeing will improve 7. Residents will live in their own homes and their communities for longer 8. Fewer residents will need formal care and support services	1. The numbers of people feeling isolated and a burden to family and friends will reduce 2. More people will remain at home longer 3. The numbers of people involved in volunteering supported through increased voluntary sector activity will increase

Objectives	How will we deliver the objective	Who will be involved in delivering the objective
3 Support will be provided at an earlier stage to residents who have difficulty in maintaining their health and wellbeing	We will: 1. Work with partners to identify, at an earlier stage, those who are struggling with their health and wellbeing and provide advice to help identify support 2. Optimise the use of technology e.g., telehealth/telecare to keep people as independent as possible 3. Have someone on hand to help residents make the right choices and decisions, before they enter formal care and support systems	1. All residents, (individuals and families); local networks (friends and communities), will take more responsibility for their own health and wellbeing 2. The council will make it possible for local community solutions to be developed to help vulnerable residents make informed choices
4 Residents assessed as needing formal care and / or health support will receive responsive, safe and high quality services	We will: 1. Work together with health partners to provide high quality joined up services 2. Work with people who use services (and with local residents) to agree what 'Good' looks like for services we commission 3. Encourage and inform residents to help them to understand the level of service and quality of service they should expect, to know what to do when things go wrong 4. Through high quality advocacy services support those residents who are less able to give their views, and to engage, with the Council and other statutory organisations 5. Intervene (with the Care Quality Commission) when services fall below standard	1. The council will work together with the NHS and other organisations to ensure that residents receive high quality responsive services; The council will directly help people to stay in their communities and live in secure tenancies 2. Health Watch and The Care Quality Commission will play a key role in helping residents monitor the quality of any services they receive

How will we know we have been successful?	How will we measure success from 2015-18
1. Resident will tell us that they feel they are listened to and that their choices and decisions are acted upon 2. Residents will feel that they have been treated with dignity and respect 3. Less people will require social care intervention 4. Less people (aged 18+) will be admitted to hospital on emergency	1. Reduction in emergency hospital (or residential/nursing home) admissions 2. The number of people in a normal place of residence 91 days after discharge from hospital will increase
1. Outcomes identified by residents will be achieved 2. Residents will confirm that those who are assessed for and in receipt of services are treated with dignity and respect 3. The council will help residents know what 'Good' looks like for services they receive and support residents to do something about it if things go wrong 4. When people need more support for mental health problems they will achieve improved outcomes	1. The numbers of residents who tell us that services are 'Good' will increase 2. The numbers of residents who tell us they were treated with dignity and respect will increase 3. The number of services rated as good by the Care Quality Commission will increase

Objectives	How will we deliver the objective	Who will be involved in delivering the objective
5 All vulnerable adults will be safeguarded from abuse	1. The Council and its partners will work with residents to agree how best to protect adults in vulnerable situations 2. The Council and its partners will put the individual at the centre of safeguarding interventions 3. The Council and its partners will work to develop good outcomes for those residents involved in safeguarding interventions 4. Through the provision of good information and advice the Council and its partners will ensure that residents will have increased awareness of the early signs of potential abuse	1. Through the multi agency Adult Safeguarding Board the Council will work with its partners to help residents identify abuse, to respond appropriately to incidents of abuse and work to enable vulnerable residents to feel safe

How will we know we have been successful?	How will we measure success from 2015-18
1. Residents will be more aware of how to spot abuse at an earlier stage and how to report their concerns 2. Positive outcomes will be achieved for vulnerable residents who are subject of safeguarding interventions 3. Those residents involved in safeguarding interventions will tell us they have been at the centre of the process	1. Potential incidences of abuse will be identified at an earlier stage 2. Outcomes, which have been defined by the resident who is subject to a safeguarding intervention, will be met 3. Individuals won't slip through the gap because of poor communication between different agencies





PRIORITY 3 - A CLEAN AND SAFE BOROUGH WHERE PEOPLE ARE PROUD TO LIVE

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
1 To strengthen partnerships and work with our communities so that people feel safe in and proud of their neighbourhoods, particularly by reducing anti-social behavioural and environmental crime such as flytipping	1. We will work with partners and communities to share intelligence and information. We will support the community to lead, working with local people to give them confidence to identify local needs and work with the council, the police and other partners to resolve them. Together we will develop local ward-based action plans, which will allow communities to take ownership of their street or area by changing behaviours 2. The council will join up its enforcement teams so we can tackle issues more effectively including fly tipping, noise, street drinking, drug dealing and our ability to enforce licensing conditions and health and safety standards on landlords 3. We will publish our performance data, celebrate success and share good practice	1. The council will work with existing community networks such as Neighbourhood Watch, Friends of Parks, traders and residents associations to increase their numbers and support them to take action themselves 2. We will help develop groups such as Environmental, Winter and Cycle Champions and introduce a network of Young Environmental Champions 3. A key partner will be our local police force and we will share intelligence and undertake joint tasking to deal with issues for our shared communities 4. Other key partners will include Homes for Haringey, other registered social landlords, mental health trusts, Haringey Clinical Commissioning Group and our existing waste and highways contractors

“ Strengthening communities and partnerships to improve our environment and reduce crime, enabling residents and traders to feel safe and proud of where they live. ”

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Successful partnerships and working more closely with our communities will ensure that Haringey will be a place that residents and traders will be proud of and a point of destination for others who will want to live and work here 2. We will see a reduction in environmental crime and anti-social behaviour 3. Haringey residents, traders and other network groups will have the confidence to resolve environmental and anti social issues themselves or commission other agencies to support resolution 4. There will be improved confidence in policing 5. There will be an increase in the percentage of residents who feel safe and proud of where they live	1. Improved confidence in policing 2. Improved percentage of residents who are proud of where they live

2

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
To make our streets, parks and estates a safer and more pleasant place to be	1. We will work with partners and local communities to deliver improvements to our local environment. These improvements will include decluttering streets, providing black boxes to contain street sweepers’ bags, revised timed collection service for trade waste and flats above shops and redesigning our residential street cleansing services, based on need 2. We will continue to review our parks grounds maintenance and cleansing to ensure we deliver effective value for money services 3. By investing in our roads, pavements and lighting we will further improve the safety of our roads and the flow of traffic 4. We will review how we deliver parking enforcement, parks and highways services to make sure we operate them in the most effective and efficient way possible	5. The council will be working together with: traders associations, community groups and networks, Homes for Haringey and other registered social landlords, friends of parks and other users to understand their needs and wants, co-designing solutions and developing their role in helping delivering improvements on the ground 6. Our highways and waste contractors to effectively deliver the improvements and redesigned services 7. TfL to provide funding, co design and deliver schemes 8. User groups representing cyclists, pedestrian and motorists, to understand needs and co-design solutions



How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Because of the excellent look and feel of our parks, estates, town centres and residential roads existing residents and traders will want to stay and for others Haringey will be a point of destination where people will want to live and work 2. Increased resident satisfaction for cleansing on our streets and estates 3. Increased resident satisfaction with our parks 4. Improved condition of our streets, pavements and street lighting 5. Safer roads with fewer accidents for pedestrians and other road users 6. Less congested roads, improving the overall traffic flow, especially for buses. 7. Investment in planned works for roads and pavements to prevent and reduce the future resources required for reactive maintenance e.g. potholes	1. Resident satisfaction for cleansing on our Streets, parks and estates 2. Reduction in the number of people killed or seriously injured on our roads



Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
3 To move to more sustainable modes of transport by making Haringey one of the most cycling and pedestrian friendly boroughs in London	1. We will promote and improving cycling and walking in the borough. This will include introducing a borough-wide 20mph limit, providing more cycle racks, increasing the network of dedicated cycle lanes, providing more cycle training, improved signage, and safety measures on priority pedestrian crossings, and launching a smarter travel campaign to change behaviours and get more people to use sustainable modes of transport	The council will work with: 1. Cyclists, pedestrians and community groups to further understand their needs and design solutions together 2. TfL to identify funding streams 3. Our highways contractor to implement schemes 4. Schools to promote the health benefits of cycling and walking.
4 To prevent and reduce Violence Against Women and Girls (VAWG)	Together with partners, we will: 1. Raise awareness of the issues and scale of VAWG, to campaign on the unacceptability of this behaviour and increase confidence among victims to report incidents 2. Ensure that agencies deliver the best outcomes for victims by improving and sharing data and by jointly designing effective pathways across the borough 3. Develop further interventions to tackle wider gender-based offences such as female genital mutilation and forced marriage and child sexual exploitation	The council will be facilitating and working closely with: 1. Schools to educate young people about healthy relationships. 2. Community and voluntary organisations to build trust, provide support, give advice and, where required, provide shelter 3. The police to help enforce when required and support victims through the criminal justice process 4. Haringey Clinical Commissioning Group to spot any early signs, refer cases and continue to offer support

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. More people will be cycling, walking and or using public transport 2. There will be an improved network of cycle routes 3. Improved satisfaction with our footways 4. Cycling and walking will be safer	1. Increased network Km coverage for cycling 2. Increase in the number of people who cycle or walk
1. Violence against women and girls will be seen as unacceptable within all communities 2. Victims will feel empowered, have the confidence to come forward and know where to turn to for early support 3. Key services will be able to identify signs of abuse and signpost support 4. All agencies will share information and data and have a clear understanding of their role and approach to support victims	1. A reduction over time in all forms of violence against women and girls 2. A reduction in repeat incidents of violence against women and girls 3. A reduction in the time it takes to make the first report of violence

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
5 To work with partners to prevent and reduce more serious crime, in particular youth crime and gang activity	1. To increase the number of offenders we work with by building on the work of the established and co-located Offender Management Team, which includes the police, council and probation officers 2. We will work with partners to identify and successfully address underlying factors that contribute to offending, such as mental health and or drug / alcohol misuse 3. Align youth reoffending work and practices with the new integrated offender management model ensuring that all partners work together in dealing with the transitional period between youth and adulthood The council and partners will focus on early intervention and prevention projects which will include: 1. Communicating with children and young people on the dangers for them and their families if they get involved in gangs or become gang members 2. Communicating with young women on how to stay safe from the risk of sexual, physical and mental abuse by gangs 3. Identifying community leaders and influencers to help the Council and partners to engage with gang members to change behaviours and reduce the impact that gangs have on local communities 4. Providing exit opportunities with partners for gang members We will provide effective and targeted support to victims and witnesses of gang related crimes.	The council will focus on identifying health needs and providing effective drug and substance misuse interventions, as well as providing suitable accommodation for those in need. The council will also work closely with: 1. The police to take enforcement action as appropriate 2. The Probation Service and the new community rehabilitation company to provide support to those offenders who are on licence 3. Job Centre Plus and the voluntary sector to improve employment opportunities and access to education and training 4. Schools and the voluntary sector to work with young people to stop offending and help them to live more positive lives through education, training or employment

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. There will be a reduction in the number of offenders re-entering the criminal justice system 2. An increase in the number of offenders finding meaningful employment or re-entering education 3. Overall there will be a reduction in crime levels in the borough 4. A reduction in gang-related offending 5. An increase in gang members making positive life choices and leaving gangs to enter employment or educational training 6. Increase the awareness of young people about the detrimental impact that gangs can have on them and their families 7. Young people will consider being a gang member as a poor life choice. 8. Victims will be confident in reporting gang-related crimes.	1. Reduce the level of re-offending of those aged between 16 and 24 2. Contribute to the reduction in youth violence



PRIORITY 4: DRIVE GROWTH AND EMPLOYMENT FROM WHICH EVERYONE CAN BENEFIT

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
1 Enable growth, by securing key infrastructure - including transport, broadband, schools and health services - and providing a great planning service	1. We will lobby Government, the Mayor, their agencies and others to plan for and invest in key new transport, health and education facilities in the borough including Crossrail 2 and the West Anglia Main Line 2. We will use up to date planning policy to make timely planning decisions accompanied by Community Infrastructure Levy/Section 106 agreements to attract additional funding and invest in the infrastructure needed for growth	We will work with: 1. Key public bodies including the Mayor of London, Transport for London and the NHS to prepare plans and support delivery of new transport, schools, health and community facilities 2. Developers, housing associations, charitable trusts and our in-house teams to coordinate investment 3. Homeowners and business owners looking to make improvements to their premises 4. Voluntary and community groups supporting the management and improvement of community facilities 5. Charities and grant providers able to provide funding for improvements to infrastructure



Haringey is vital to the future of London: a borough embracing growth to create a thriving, more prosperous and more equal community, with a particular focus on Tottenham where the need and opportunity are greatest of all.



How will we know that we have been successful?	How will we measure success from 2015-2018?
1. The Borough has a clearly understood and shared plan setting out how, when and where new homes and jobs will be created 2. The plan will also show where planned investment in transport, education, health and community provision will take place, and will be supported by new funding programme (using planning decisions) that will help to deliver the facilities at the right time 3. Homeowners, businesses and developers who are looking to undertake development in the borough will be helped to understand and feel confident in a planning process that provides for and involves communities	1. An investment programme for enhanced/new infrastructure is in place and being actively managed and monitored by the Council 2. TfL/Network Rail and the Government will have committed to fund Crossrail 2 implementation and the West Anglia line upgrade 3. Plans and funding in place for new health and education facilities in Tottenham 4. At least £2m of S106/CIL money secured from developers and invested in the borough, including in community infrastructure 5. The planning service is recognised as a “top quartile” planning service for speed, cost and quality in London

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
2 Deliver growth, by creating an environment that supports investment and growth in business and jobs	1. We will take the lead in creating and promoting a distinctive 'Haringey story' - a clear message that explains Haringey's unique character and qualities as a place to live, work, visit and invest - which can be used by the council and its partners to attract investment, raise ambitions and focus our efforts and the efforts of others 2. We will identify priority sectors, and help firms in those sectors to locate, grow and create jobs in Haringey, recognising in particular the importance of small and medium-sized businesses to the borough's economy, the need to create secure, highly skilled jobs and the role that higher education institutions could play in attracting investment and raising aspiration 3. We will include the cultural industries as one of our priority sectors, recognising that jobs, skills, investment and consumer spending in this sector also have wider benefits for Haringey's community. 4. We will ensure that our approach to culture makes the borough a more enjoyable place to live for everyone 5. We will use the council's own commercial property to support businesses in our priority sectors 6. We will ensure that council regulatory services (e.g. licensing) support businesses to grow	1. Council economic development, regulatory and property services will commission support and advice services for businesses, ensuring that all Haringey services operate in a collaborative way that supports the business community, and considering local business growth when making decisions about Haringey's own property portfolio. The council will also take the lead in creating and promoting the 'Haringey Story' 2. The Mayor of London and London Enterprise Panel will commission advice and investment to support business growth in priority areas and sectors, and provide intelligence on emerging and growing sectors in the London economy 3. We and neighbouring London boroughs will work jointly on cross-border projects and to grow and retain businesses within the wider North East London economy 4. The Haringey business community, voluntary sector and the council will work together to identify priorities for, and barriers to, growth, investing jointly (with money or time) in schemes to improve the borough's business environment. In the cultural sector, the council will work particularly closely with Jackson's Lane and the Bernie Grant Arts Centre to support growth in this field, alongside its own cultural facilities at the Bruce Castle Museum 5. Business bodies (e.g. Federation of Small Businesses, Chamber of Commerce, traders associations) will advise the council of business priorities and concerns, representing businesses on council advisory bodies and commissioning groups for business services, and helping disseminate information on council services to business 6. The London Stansted Cambridge Consortium will bring Haringey together with other councils, the wider public sector and businesses - including Stansted Airport - to promote the 'corridor' between London and Cambridge and make the case for further investment in it

How will we know that we have been successful?

We will have made progress towards our long-term aims that, by 2030:

1. Haringey's relative ranking for numbers of jobs per working age resident improves and it is no longer in the lowest third of London boroughs
2. the profile of Haringey-based jobs changes so that retail and public sector employment are less dominant, and there is a better range of jobs, including a greater proportion of jobs in higher value added sectors, such as sustainable technology, digital design and skilled/craft manufacturing

How will we measure success from 2015-2018?

Success in the Corporate Plan period can be measured through achievement of the direct outputs listed below

1. 100 new businesses established in Haringey
2. 1,235 new jobs created in Haringey
3. 1,000 businesses benefiting from superfast broadband technology

We should also observe a positive trend on the key long-term indicators with:

1. An improvement of at least one place in our jobs per resident ranking
2. The expansion or establishment in the borough of at least 10 knowledge/technology-led businesses

3

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
Take advantage of growth, by ensuring that residents have the training, skills and support necessary to find and keep good quality employment	1. We will improve the skills, information and support that people get, from primary school onwards, so that they can take advantage of London's job opportunities 2. We will do what we can to broaden people's horizons and help them develop contacts to help them break down some of the unseen barriers to finding the best possible employment 3. We will lead and co-ordinate all the organisations working on training, skills and employment in Haringey, including in creating and promoting apprenticeships 4. We will only use the council's own commissioning budget to plug gaps, improve take-up of other services or to attract more investment	1. Council economic development, schools and adult learning services will directly deliver some skills and employment services to residents, and commission/advise on design of services delivered by other partners 2. The Mayor of London/London Enterprise Panel will commission and fund employment and skills support services to residents through investments in Tottenham and across the borough, providing economic and labour market intelligence to guide commissioning 3. JobCentre Plus/Department for Work and Pensions are statutory providers of employment support services and will commission similar work from other partners and advisers 4. College of Haringey, Enfield and North London is a core provider of further education and vocational training for the borough, and will advise others on similar work 5. The Tottenham Hotspur Foundation is a major provider of employment support and skills provision in the borough, with strong outreach capacity for some priority groups in particular linked to the attraction of the football club. It also advises others on similar work 6. Private companies and voluntary sector bodies will provide commissioned services and advise on service design, future needs and priorities based on their own experience

How will we know that we have been successful?	How will we measure success from 2015-2018?
We will have made progress towards our long term aims that, by 2030, we will see: 1. Haringey's employment rate is in line with London averages 2. an increase in the proportion of working age residents qualified to NVQ Levels 3 and 4 from 65% (2013 figures) to 70% 3. Haringey residents' average full-time earnings are in line with London averages (in 2013 Haringey average full-time earnings were 93% of London average)	Success in the Corporate Plan period can be measured through achievement of the direct outputs listed below). 1. 1,100 Haringey people supported into work 2. 400 Haringey people increasing their skills levels and earnings 3. 200 Haringey young people taking up apprenticeship opportunities We will also be monitoring our long-term key indicators (employment, earnings and qualifications levels) to assess the initial impact of our strategic interventions. During this Corporate Plan period we would look for positive changes of 0.3-0.6% points for each indicator

4

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
Manage the impact of growth, by reducing carbon emissions across the borough with the aim of meeting our 40:20 goal, while growing the green economy	1. We will take active steps to reduce the council's own carbon emissions, and lead efforts to reduce emissions across the borough, most significantly from buildings and transport 2. We will support green businesses - including those that help to make construction and existing buildings more efficient 3. We will work with experts, researchers and business to put Haringey at the forefront of innovation in reducing carbon through behaviour and technology	We will work with: 1. Community groups, homeowners, businesses and landlords looking to make energy efficiency improvements to their premises and become more sustainable 2. RetrofitWorks: The Good Building Cooperative, to carry out pilot projects, grow and fully commercialise their operation and develop a network of specialist building professionals and retrofit installers in the borough 3. Local Small and Medium Enterprises to access new opportunities and take advantage of the growing demand for home energy efficiency retrofit in the borough 4. The University of Durham and other partners to access leading research capability with the ambition of making the borough a living laboratory of low carbon innovation 5. The Mayor of London and London Enterprise Panel, working with large-scale public and private sector bodies in the borough and low carbon technology providers, to help transform their businesses and nurture innovation 6. Department for Energy & Climate Change, Mayor of London, and other London boroughs to bring in outside expertise and funding, and undertake joint working for low carbon and green economy programmes 7. National policy makers, as a supportive national policy framework is required to fully realise the 40% reduction in carbon emissions and associated economic benefits

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Haringey will be regarded as a leading low carbon green economy borough 2. We will see residents and businesses continuing to become more energy and carbon efficient 3. We will see a change in the profile of Haringey-based jobs with more people employed in the green economy sector 4. We will see an increase in businesses participating in the green economy and innovation sector in Haringey 5. Longer term measure of success will be that we have become a more equal, more prosperous and greener borough	1. Reduction in carbon emissions across our operational estate towards a target of 50% by 2018 2. Reduction in carbon emissions towards the overall target of 40% by 2020 3. Number of houses in Haringey supported to undertake retrofit works 4. Number of SMEs supported through Haringey's Low carbon supply chain interventions

5

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
Focus growth, by prioritising new homes and jobs in Wood Green and particularly in Tottenham, where need and opportunity are greatest, and by bringing some of the borough’s key community assets into more active use	1. Building on the momentum of the last few years, we will continue to drive transformational change in Tottenham by investing in the area’s housing estates and public space, promoting outside investment and driving substantial improvement in education, skills, employment and health 2. We will make and implement plans to support new homes and a rejuvenated town centre in Wood Green 3. We will ensure that the people and businesses in these areas benefit from the investment and change in their neighbourhoods, with improved education and employment prospects, better housing, better health and a greater say in the decisions that affect them 4. We will secure outside investment in Alexandra Palace and Hornsey Town Hall that improves public access while driving growth in visitor numbers and improved employment opportunities	1. Local communities and residents will be involved in shaping all our regeneration programmes and projects 2. The Mayor of London will offer financial support and help through his own planning policy 3. Private landowners and developers will invest in creating homes and jobs and in rejuvenating important buildings 4. Alexandra Palace and Park Trust will drive - and deliver - the change and investment at the palace 5. Higher education institutions will, over time, use the borough as a base for teaching and research and help to inspire our own young people

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. We will have made progress towards our vision for Tottenham, that “by the age of twenty, a child born in Tottenham today will have a quality of life and access to the same level of opportunity that is at least equal to the best in London”, in line with the targets set out in the Strategic Regeneration Framework for Tottenham 2. We will have a vision and plan for the future of Wood Green which local residents, businesses and landowners are signed up to 3. We will have secured the investment necessary to make the most of, and improve public access to, treasured community assets at Alexandra Palace and Hornsey Town Hall, with a clear vision and timetable for doing so	1. We will secure over £1billion of outside investment in Tottenham’s growth by 2018 2. Number of residents in Love Lane re-housed as part of estate renewal programme 3. Number of businesses successfully re-located or purchased as part of High Road West regeneration programme 4. Development partner for High Road West programme will be appointed and early phase of re-housing will be underway 5. First phase of Tottenham Hale Housing Zone delivery complete 6. Wood Green Investment Framework and local planning policy completed 7. Heritage Lottery Fund investment secured for Alexandra Palace 8. Additional commercial investment secured for Alexandra Palace 9. External investment secured that will bring Hornsey Town Hall back into use

PRIORITY 5 - CREATE HOMES AND COMMUNITIES WHERE PEOPLE CHOOSE TO LIVE AND ARE ABLE TO THRIVE

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
1 Provide access to high quality affordable housing, by increasing the supply of new homes	1. We will increase the supply of new homes to meet ambitious housing targets, working with a range of development partners 2. We will build more Council owned homes, alongside Housing Association/ Registered Provider homes - including those for social/affordable rent and low cost home ownership 3. We will encourage owners to bring back into use more empty homes 4. We will deliver more shared ownership housing and support low and middle income residents to get on the housing ladder	1. The Council will have a number of roles in supporting, enabling and providing new homes. This will include the building of new Council homes, but also involve maximising other supply of new housing through partnership working, the use of its planning and enabling role and through effective work with funding authorities such as the Greater London Authority. Partners such as Housing Associations and Registered Providers of Affordable Housing are heavily involved in delivering the supply of new homes, with private developers increasingly central to this objective

“Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.”

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. There will be more new homes, including affordable homes for sale and rent 2. There will be a rise in the amount of public and private land available for development	We will measure: 1. The number of additional homes provided 2. The type of housing being provided across Haringey, to establish a good balance of affordable and market tenures in each area

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
2 Work in partnership to prevent homelessness and to promote cost-effective options for those in immediate housing need	1. We will provide realistic and achievable options for people to find housing or alternative housing 2. We will proactively help people avoid eviction and to sustain their tenancies 3. We will champion ways of helping people to help themselves through options like better online housing options advice and support; and proactive early intervention and prevention of homelessness 4. We will work in collaboration with partners and landlords to secure good quality accommodation at reasonable prices, as a way to prevent homelessness and reliance on temporary accommodation 5. We will work with housing associations, the voluntary sector and housing-related support providers to offer housing options advice and support to help people remain in their homes when they are at risk of losing them 6. We will improve access to renting privately, enforcing where standards fall below an acceptable level, developing good working relationships across the landlord sector and offering clear advice to renters 7. We will put in place the right housing-related support services, to maintain independence and to avoid failures of tenancy which lead to eviction	1. The council will work with housing and support providers, social care professionals, welfare benefit advisors, private landlords and advice agencies. In order to respond to the high demand for housing, and the relative shortage of supply, we will work with a wide range of housing providers to offer suitable homes. We will also work with specialist agencies so that people can obtain the advice and support they need to maintain their tenancies and avoid homelessness

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Fewer people will become homeless because they have received better information and advice about how to avoid becoming homeless 2. More people will live in settled accommodation in the private, affordable or social sector, meaning fewer people will need to live in temporary accommodation 3. More people, including vulnerable people and those with complex housing needs, will be able to maintain their tenancies successfully and have greater independence 4. There will be an increase in the number of vulnerable housing residents accessing employment services and opportunities	We will measure: 1. The percentage of cases where homelessness is prevented, as a proportion of people presenting at risk of losing their home 2. The number of residents helped into settled accommodation, whether in the private, housing association or council sector

3

Objectives	How will we deliver the objective?	Who will be involved in delivering the objective?
Effectively manage existing housing and provide excellent services to residents	1. We will complete the current plans for bringing council-owned homes up to the Decent Homes standard 2. We will improve some council-owned estates by building new good quality, energy-efficient and affordable homes for rent and sale 3. We, through Homes for Haringey, will bring about transformational improvement to the housing service, achieving a unified service that provides greater efficiencies and a better customer experience 4. We will deliver an efficient and effective responsive repairs service that provides value for money 5. We will deliver an efficient and effective responsive tenancy management service that provides value for money 6. We will deliver an efficient and effective responsive service to leaseholders that provides value for money 7. We will work with housing association/registered provider partners to maintain excellent standards across the sector 8. We will work with landlords to create a thriving, safe and secure private rented sector, developing a council owned lettings agency to offer a fair and affordable service 9. We will rigorously tackle the illegal sub-letting of council homes by tenants 10. We will introduce schemes to licence private landlords to reduce poor management and conditions in the borough's private rented sector	1. The council will lead the way through the work on its own homes, setting standards for the rest of the housing sector. The council will work with other housing organisations to ensure standards are brought up to a good standard across all social housing

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Successful completion of the Decent Homes programme of works to council housing. 2. Increased number of new good quality, energy-efficient and affordable homes developed for rent and sale on council-owned estates. 3. A high and improved level of resident satisfaction with Homes for Haringey and registered providers. 4. An increased number of illegal sub-lets of council homes by tenants identified and action taken 5. An increased number of adaptations carried out to the homes of older people and those with disabilities 6. An increased number of private rented homes licensed through "selective licensing schemes" 7. A council-backed private rented lettings agency established through Homes for Haringey and significant number of homes successfully let and managed through this agency 8. An increased number of empty homes brought back into use through compulsory purchase orders	We will measure 1. The number and proportion of council-owned and housing association homes brought up to Decent Homes standard. 2. The overall customer satisfaction rating with Homes for Haringey and local housing associations

Draft cross-cutting themes

Prevention and early intervention

	Objective	How will we deliver the objective?
1	Become an organisation focused on prevention and early help	1. We want to focus more of our work on preventing problems arising, and providing earlier intervention to stop issues escalating 2. We will ensure all new policies and strategies demonstrate how they contribute to a prevention and early help approach 3. We will work with partners to support people when they need it, avoid needs getting worse and build people's coping skills so that they can be more self-reliant in the future 4. We will create a culture where prevention and early help are incentivised and prioritised through how we decide to use our resources 5. We will deliver corporate wide programmes such as Making Every Contact Count to embed prevention and early help into all frontline services which come face to face with residents 6. We will adopt a prevention and early help approach in all council activity, including the delivery of services internally and externally to the council
2	Prevent needs arising by creating an infrastructure which supports residents into employment and improves their health and wellbeing	1. We will adopt a prevention approach throughout the council to build an environment that strengthens people's health, resilience and ability to be self-reliant 2. We will foster growth to support residents into employment 3. We will develop work experience opportunities within the council and across partners to support people into quality employment 4. We will work to ensure that all young people in the borough enjoy access to quality employment, learning and enterprise opportunities, including work experience in the council and other partners 5. We will build networks to support mentoring and peer support in accessing employment 6. We will instigate prevention in all areas of council activity, including smarter travel and fewer journeys by car to reduce congestion and increase physical activity, and greater use of parks and leisure to improve health and wellbeing



Prevention, early help and intervention means fundamentally changing the way the council works with residents so that we shift our focus from providing for to working alongside. The aim is to prevent needs arising by creating an environment where people can develop the skills and resources to be more independent.



Who will be involved in delivering the objective?	How will we know that we have been successful?	How will we measure success from 2015 -2018
1. All areas of the council, partners, voluntary and community sectors, local residents and communities	1. We will be able to identify examples in every area of the council's work where prevention and early help is increasing resident satisfaction and independence and reducing need	1. Reduction in activity in specialist services: rate of homeless approaches and acceptance; emergency admissions for adults aged over 18; rates of children and families becoming known to social care
1. All areas of the council, partners including schools and further education colleges, voluntary and community sectors, local residents and communities	1. We will have higher rates of long term employment 2. We will have in place mechanisms to support those with greatest need to access employment opportunities	1. Reduced rates of unemployment in areas of greatest deprivation 2. Numbers of people taking up volunteering opportunities

	Objective	How will we deliver the objective?
3	Engage with residents and communities earlier to prevent need arising or escalating	1. We will work with residents, communities and services users to identify what outcomes we want to deliver together. We will work with residents and service users to design solutions together wherever possible 2. We will ensure residents can access high quality information, advice and guidance so that they can make informed choices and take control of decisions affecting their lives 3. We will work with the voluntary and community sectors to build community capacity to support an early help approach 4. We will make sure that residents are represented on relevant partnership boards so that their views are heard at all levels in the organisation 5. We will ensure that services that we deliver or commission from others support residents and communities to connect with each other
4	Foster innovative and experimental approaches to prevention and early help	1. We will test new ideas and concepts which can demonstrate prevention and early help at a service and corporate level 2. We will work with a wide range of stakeholders, including local residents, to implement different approaches to support prevention and early intervention 3. We will support local residents to take greater control of their local provision, including parks and open spaces, community organisations and other assets
5	Ensure that when we commission services, prevention and early help lie at the heart of delivering successful and sustainable outcomes	1. We will incentivise prevention and early help in our commissioning and procurement processes through outcome based specifications and contract requirements 2. We will proactively support frontline services in direct contact with local residents to identify need early and to signpost residents to appropriate support
6	Build the local evidence base for intervening early to demonstrate impact	1. We will develop tools to evaluate the impact of prevention and early help and set up a performance and evaluation framework for prevention and early help across the whole council and partners which builds the local evidence base for impact 2. We will use benchmarking and good practice in service design, which we will collate in an online forum so that all staff have access 3. We will develop a method of counting and tracking savings across budget boundaries and always acknowledge where there are savings to partners

Who will be involved in delivering the objective?	How will we know that we have been successful?	How will we measure success from 2015 -2018
1. All areas of the council, partners, voluntary and community sectors, local residents and communities	1. Improved outcomes and enhanced wellbeing, greater resilience, capacity and independence	1. Availability of high quality information and advice. People able to live independently without support
1. The council, partners, voluntary, private and independent providers, local residents and communities	1. New models locally which work proactively with local communities and engage with wider range of stakeholders	1. Local residents involved in community activity. Reduction in levels of social isolation
1. The council, partners, voluntary, private and independent providers	1. All commissioning and procurement activity will reflect prevention and early help and incentivise activity supporting these approaches. Improved outcomes and enhanced wellbeing, greater resilience, capacity and independence	1. Reduction in activity in specialist services: rate of homeless approaches and acceptance; emergency admissions for adults aged over 18; rates of children and families becoming known to social care
1. The council, partners, voluntary, private and independent providers, local residents and communities	1. Evaluation and performance frameworks in place across the council and partners, not just in dedicated areas. Understanding of the impact of prevention and early help.	1. Clear trajectories of change over time 2. Understanding of how prevention and early help contribute to improving people's lives

A fair and equal borough

Objective	How will we deliver the objective?
1 All children will have the best start in life with strong relationships and be ready for school	1. We will increase the proportion of overall funding to the early years and ensure expenditure on early years development is proportionate to the needs of children from different backgrounds 2. We will support families to achieve improvements in early child development by making healthcare for 0-5s and children's centres better co-ordinated and more accessible to parents 3. We will increase the quality and accessibility of childcare for children from different backgrounds
2 Enable all children and young people to maximise their capabilities and have control over their lives	1. We will ensure that all schools across the borough are Good or Outstanding, with school results in line with the best in the country 2. We will ensure that there are excellent opportunities in education, employment and training for young people by working with schools and other providers. We will identify young people not in education, employment or training (or whose status is unknown) to enable them to access the right activity for them



Inequalities are a matter of life and death, of wellbeing or misery. Our actions to tackle underlying factors of poverty and discrimination must be universal, but with a scale and intensity that is proportionate to the level of disadvantage.



Who will be involved in delivering the objective?	How will we know that we have been successful?	How will we measure success from 2015-2018?
1. We will work with parents and carers, families and communities. We will work closely with statutory partners and voluntary and community providers to integrate health services for families through re-designed children's centres. The council will lead the changes to children's centres and oversee quality improvements across childcare providers in the borough	1. Children from different backgrounds (e.g. ethnicity, household income or special educational needs) will be confident in communicating and building relationships in their early years 2. Children from different backgrounds (e.g. ethnicity, household income or special educational needs) will be ready for school and ready to learn	1. Proportionately greater increase in early antenatal booking in those groups known to book late (young women; women from certain BME groups) 2. [% increase - to come] in take up of 2, 3 and 4 year old entitlement for childcare and early education across the social gradient 3. [Target % - to come] children achieving expected score on Early Years Foundation Stage, especially personal, social and emotional development and communication and language by 4 years old
1. Schools and governors will lead on delivery, supported by the council and the wider community 2. Schools, colleges, training providers and employers. The council will commission and co-ordinate as well as tracking performance for young people	For 1) - i.) Parents across Haringey feel this is a place of aspiration and opportunity with excellent schools - ii.) A child's background (whether ethnicity, household income or special educational needs) will be less important in determining their results than is the case today For 2) All young people progress into higher education or employment	For 1) - i.) Closing the attainment gap across the borough/ for pupils in low income families - ii.) Closing the attainment gap for groups of children who typically do not achieve as highly as others, including across different ethnic groups For 2) Reduction in the number of young people not in education, employment and training and young people whose status is unknown.

Objective	How will we deliver the objective?
3 Ensure that residents have the training, skills and support necessary to find and keep good quality employment	1. We will lead and co-ordinate all the organisations working on training, skills and employment in Haringey
4 Create and develop healthy and sustainable places and communities	We will: 1. Raise awareness of the harm of violence against women and girls (VAWG) so that this behaviour is seen as unacceptable by all and that people support intervention 2. Make Haringey one of the most cycling and pedestrian friendly boroughs in London 3. Make it easier for residents to make healthy lifestyle choices, with a new high street offer and food-growing strategy for the borough 4. Strengthen communities and reduce social isolation for children from different backgrounds 5. Make new developments as attractive as possible with open space, community facilities, good transport facilities, and better education and health facilities 6. Address the needs of a growing older population by making sure all new homes meet Lifetime Homes standards and 10% meet wheelchair housing standards 7. Improve health and wellbeing and tackle fuel poverty by actively promoting energy conservation and efficiency in homes of all types 8. Help residents of all ages access employment opportunities as well as banking and other financial services 9. Work with the voluntary and private sectors to develop a wider range of housing options for those who are ready to move on from supported housing schemes

Who will be involved in delivering the objective?	How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Council economic development, regulatory and property services; the Mayor of London and London Enterprise Panel; council and neighbouring London boroughs; the Haringey business community; business bodies working together	1. A suitable equalities measure (to be decided)	1. A suitable equalities measure (to be decided)
The council will work with: 1. Schools, communities and key agencies such as the police, GPs and a range of relevant voluntary sector and community organisations 2. Cyclists, pedestrians and community groups to further understand their needs, and with Transport for London and our contractors to implement the schemes 3. Communities and residents to improve access to healthy food 4. Residents, housing developers, the third sector and other housing organisations	1. Residents will feel that they belong to strong communities in which they thrive 2. Violence against women and girls will not be tolerated, adults and children will feel safe walking and cycling across the borough 3. Residents will be able to access healthy food 4. Fewer residents will feel socially isolated 5. Residents will be highly satisfied with new housing developments and the number of households in fuel poverty will reduce 6. There will be more residents supported into work and assisted with banking and other financial services	1. Victims' safety improved; increased reports of VAWG; reduction in VAWG 2. Increase in children travelling to school by walking or cycling 3. A halt in the rise in childhood obesity, especially in those groups with higher rates 4. A reduction in the number of new fast food outlets and no new outlets close to schools. 5. % resident satisfaction with new developments 6. % of new homes meeting Lifetime Homes standards 7. % of new homes meeting wheelchair housing standards 8. % of homes in fuel poverty 9. No. of unemployed residents supported into work (link to wider PI - % of working population claiming Jobseeker's Allowance - JSA) - No. of residents assisted with banking and other financial services

Objective	How will we deliver the objective?
5 Prioritise prevention of ill-health and tackle key causes of health inequalities	1. We will continue to support the reduction of smoking and alcohol abuse.



Who will be involved in delivering the objective?	How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Council and partners working with voluntary sector and communities, enforcing licensing and smokefree legislation and providing support to residents who want to stop, especially for those groups of residents who experience the greatest harm	1. Improvement in health and wellbeing in those groups more likely to experience harm	1. Reduction in healthy life expectancy gap 2. Reduction in smoking and alcohol abuse in groups that experience the greatest harm



Working Together with Communities

Objective	How will we deliver the objective?
1 Increase community participation for residents, by providing opportunities to connect people to their communities	1. We will listen to what communities would like and then help them to build social networks in a way which most suits them 2. We will support local people to build new communities and strengthen existing ones and work with voluntary and community sector (VCS) to achieve this 3. We will invest in better information and signposting to help families access services and connect with other community members that can support them 4. We will make new developments as attractive as possible with open space, community facilities and good transport facilities that promote connectivity
2 To deliver open customer-led services that enable residents to participate in the design and delivery of the services that support them	1. We will work with residents to design services that offer choice and ensure that every contact promotes independence. We will enable communities to design activities that, with help, can create an environment they want to live in 2. We will ensure that all council plans specifically refer to the voice of residents 3. We will look into ways to provide incentives that reward innovation by residents and desired outcomes e.g. community chest for neighbourhood improvements



Haringey will work with communities to achieve their ambitions, by making best use of the strengths of the borough and ensuring that we build capacity and foster independence and self-reliance.



Who will be involved in delivering the objective?	How will we know that we have been successful?	How will we measure success from 2015-2018?
1. The council will commission work to develop an approach to community development at scale. VCS and community leaders will lead on community assets mapping. Success of this objective is also reliant on meaningful engagement by members in their communities. We will also work in partnership with the local health sector to develop a joint approach to facilitate better networking and social connectivity	1. All residents across the borough will feel more connected, involved and confident to lead positive change that will transform neighborhoods 2. Problem solving will start first in the community and residents will be well informed on a range of options to support themselves, their families and friends.	1. Increase in voluntary and community organisations support for children, families, adults and older people 2. Number of people living independantly 3. Number of people feeling isolated 4. Number of people involved in voluntary work
1. The council will work in partnership with other local public services and VCS and widen its engagement by including other communities that have been less represented in past (e.g. young people and some ethnic minority groups)	1. There will be meaningful channels of resident's engagement in service planing and delivery that are inclusive and wide ranging. Services will be tailored specifically to our diverse communities' needs and delivered efficiently and effectively	1. Increased residents participation in service design (excluding consultations) 2. Increase in trust, pride and civic engagement (residents surveys). Increasing proportion of contracts considering social values

Objective	How will we deliver the objective?
3 Increase independence and self-reliance within communities through strong local leadership that supports aspiration and achievement e.g. education, employment, enterprise, health and well-being	1. We will lead and co-ordinate all organisations working on training, education and employment to ensure that there are excellent and equal opportunities in the borough for young people and adults 2. We will promote healthy choices and support residents to improve their health and wellbeing. We will facilitate a web-based, community focused information and signposting centre to help residents to make the right choices and make the most out of existing opportunities
4 Facilitate positive community conversations that support residents to make socially responsible and sustainable choices	1. We will enable local residents and communities to participate in improving their neighborhoods by establishing action plans led by communities for communities 2. Through the life stages, people will have enough good information to develop healthy relationships and lifestyles, and to make informed choices which will lead to improved health outcomes

Who will be involved in delivering the objective?	How will we know that we have been successful?	How will we measure success from 2015-2018?
1. The council will play a co-ordination role in establishing a good network of partners such as Tottenham Hotspur, schools and Colleges, JobPlus Centre etc. through which local opportunities for residents will be maximised. The council will work together with communities to come up with a best way of communicating, disseminating and matching existing opportunities to local needs. The council will also play a supporting role to building capacity within voluntary sector (new VCS Capacity Building Contract)	1. Young people and adults feel confident making choosing the best option for them 2. There is excellent provision available so people can make the most of their potential. Communities feel confident to lead on positive change and are feeling independent. Reduced unemployment rates for Haringey residents	1. Haringey people supported into work 2. Increasing skills levels and earnings amongst Haringey residents 3. Number of young people in education, employment and training 4. Number of young people in employment remain in employment
1. All residents, local networks, voluntary and community organisations will take responsibility for making responsible choices 2. The council will play a facilitating role in enabling communities to take responsibility for improving their environment and their own health and wellbeing	1. Residents will work together to keep their neighbourhood safe and improve their environment. 2. Increased volunteering by Haringey residents. Increased health champions and recovery champions 3. Increase in number of local people as business mentors and school governors	1. Reduction in flytipping, littering and untidy front gardens 2. Reduction in antisocial behaviour 3. Reduction in carbon emissions by increasing % of recycling and increasing % of walking and cycling 4. Fewer people dependent on drugs and fewer people smoking cigarettes. Increased uptake in volunteering

Objective

How will we deliver the objective?

5

Becoming an enabling, collaborative organisation that creates the Haringey's culture where communities are confident to lead positive change and have a 'can do' approach to problem solving

1. We will invest in training and development internally to skill up our staff to lead by example
2. We will develop a 'Best Practice' resource and toolkit for staff to promote a culture where all services are designed together with residents
3. We will develop training programme as part of Haringey Academy for our staff and we will work with other partners to share our learnings across all local economy. We will create opportunities for training residents – chairing meetings, commissioning, mediation, advocacy skills
4. We will consider putting out some 'neighbourhood challenges' e.g. best idea for solving a parking problem, traffic congestion etc. (ideas that encourage local residents to contribute solutions)



Who will be involved in delivering the objective?	How will we know that we have been successful?	How will we measure success from 2015-2018?
1. The council will take a leadership role and work together with residents, other public, private, voluntary and community sector to deliver this positive change. Residents will work actively with the council and other public and voluntary sector organisations to create open and engaging culture	1. The council feels confident to engage with residents on service design and commissioning on a regular basis 2. Communities will feel confident to find solutions within their neighbourhood and wider social networks 3. Culture change programme is shared and owned across public sector partnership and voluntary and community sector; residents will feel respected and listened to 4. There will be consistent evidence on how residents views are represented and included in the council strategic planning and operational delivery 5. Trust between communities and public services in Haringey will increase. Residents will be involved in defining success at the beginning – what do they think it would look like in residents terms	1. Increased resident participation in service design (excluding consultations) 2. Increase in trust, pride and civic engagement (residents surveys); establish a baseline of current position and set some targets with residents for improvement including numbers contributing to surveys, attending area forums, volunteering etc.



Working In Partnership

Objective	How will we deliver the objective?	Who will be involved in delivering the objective?
1 Develop a single set of borough priorities for residents which is owned and bought into across different partners	1. The council will further develop its existing leadership role, working with partners across a wide spectrum to deliver the priorities identified in the Corporate Plan. Activity will include re-shaping the priorities of the statutory partnership boards; working with groups of partners such as business, GPs, Voluntary Sector Organisations and head teachers to deliver this objective	1. The council will facilitate the development of the vision, which will be driven by the ambitions, desires and views of members, residents and service users
2 Working with our partners to deliver joined-up and integrated services, that place residents at the heart	1. We will map the contribution and responsibilities of partners across each priority; working collaboratively on hard cases and learning lessons from each one. We will empower, support and challenge residents and partners, while investing in early help to achieve the best outcomes	1. Service providers - whether commissioned or in-house - will lead on this area of work. We will work closely with voluntary and community organisations to ensure effective delivery
3 Partnership boards will provide genuinely effective, efficient and strategic leadership, with service delivery being aligned with to this leadership	1. Multi-agency boards renewed by focusing on co-ordinating and assuring delivery against specific priorities with appropriate decision-making. The boards, and their associated operational work, will be linked to our shared priorities and vision. We will undertake a review of the governance arrangements for all statutory partnership arrangements to ensure there is no duplication and these partnerships deliver their stated aims. Working with partners, we will also deliver a new vehicle for joint strategic partnership work	1. The respective statutory partners will review the aims and work of their respective partnership boards, supported by the council. Priority owners, service users and the leadership of the respective boards will be involved in delivering the objective



Haringey's corporate plan for 2015-2018 sets out the council's vision and priorities for the borough over the next three years. However, we recognise that we cannot achieve the priorities in the plan on our own: working with local partners and resident is essential.



How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Borough stakeholders will sign up to a clearly understood and shared plan setting out how they will deliver against a shared set of priorities	1. We will have shared budgets, performance indicators and information and a shared approach to managing physical assets in the borough
1. Residents will feel more empowered, be more self-sufficient and require fewer services. They will develop a much stronger sense of ownership of their environment, and any support they need to call upon	1. Reduction in complaints. Improved customer service, measured through resident satisfaction surveys. Peer-to-peer support will increase and improve. Skills, employment and median earnings levels will increase
1. Partnership arrangements will have clear priorities and work programmes, with duplication reduced or removed. There will be clear governance routes for strategic boards, with accountability to key strategic partners	1. Progress across all priorities will take place at pace. The need for resident interaction across services and providers will be reduced and the resident satisfaction survey will indicate improved levels of satisfaction

Customer Focus

Objective	How will we deliver the objective?	Who will be involved in delivering the objective?
1 Customers will be able to access services and information quickly and easily at a time that is convenient to them	We will create: 1. simple to use digital 'one-stop shops' for all our residents 2. multi purpose face-to-face centres that combine, for example, libraries, housing and customer service centres 3. voice of the customer' statistical analysis to target areas for improvement	1. The council will drive the change and involve residents in the design of these solutions through resident panels
2 Customers will access information, advice and guidance primarily through digital and online mechanisms	1. We will make online and digital mechanisms the preferred channel for customers to interact with the council, by launching a user-friendly online account for residents - 'my account' - and dedicated website, plus creating a platform for a more mobile-based offering	1. The council will develop a new online platform and a residents panel will provide regular input to test its usability before it is launched
3 Services will be designed in partnership with customers and users, rooted in the community and joined up with partners to provide a more seamless customer experience	1. We will develop new customer service standards for council staff which will ensure staff combine the mindset, personal attitude and motivations required to be customer-focused in their work. We collect and analyse feedback and complaints from residents to target specific areas for improvement	1. The council will drive the change, using customer feedback to focus specific areas for improvement
4 We will develop a shared customer service strategy with our partners, that will offer consistently high levels of customer service to residents	1. We will work with partners to produce a shared vision for customer services across the borough 2. We will identify the set of characteristics, strengths and opportunities in place across partners and the gaps to be filled through joint-working	The council will work with partners to identify good practice approaches and policies that support customer services local visions. In particular we will work with: 1. Community groups and networks 2. Homes for Haringey 3. Our highways and waste contractors 4. Community and voluntary organisations 5. The police 6. Neighbouring local authorities



Putting the needs of our customers at
the centre of everything we do



How will we know that we have been successful?	How will we measure success from 2015-2018?
- Residents are highly satisfied with the level of customer service they receive - Libraries and customer service centres will be integrated where possible with costs reduced	- Resident satisfaction targeted at > 85% by 2018 - Consolidation of all front office customer services activities completed and new integrated libraries/customer services organisation in place with a cost base reduced by > 25% - Residents satisfaction with new face-to-face centres above 80% with queueing time reduced to less than five minutes
Residents will interact more with the council through online and mobile solutions and less through paper-based processes, which will be phased out	- More than 80% of existing paper / manual based processes migrated and adopted into the digital platform - Launch of at least two mobile applications per year jointly selected by residents and the council - Reduction of cost-base derived from automation and self service of at least 35%
Customers will tell us that their input and feedback is valued and that they feel more connected with the council	- The number of complaints defined as controllable or avoidable will reduce by at least 40% with the trend showing positive direction of travel Customer and staff satisfaction score consistently above 85% - Increased year on year number of compliments received from residents
We will have a single customer service offer with our partners, meaning residents will have a consistently high standard of customer interaction with the Council and its partners	- Convergent plan for future customer services delivery model signed off by Dec 2016. Road map towards customer services standard across partners organisations in place by March 2017 - Haringey public services customer care standards launched by March 2018

Value for Money

Objective	How will we deliver the objective?	Who will be involved in delivering the objective?
1 We will take a more commercial approach to spending money, by making sure that: ■ the right people deliver services ■ outcomes are achieved ■ we have paid the right price	1. We will engage with and develop the market to provide broader options for commissioning services, put data at the forefront of understanding resident needs and desired outcomes and develop the commercial skills of our staff through structured training and development 2. We will negotiate fairly with providers and contractors to deliver high quality services at the right price	1. The council will lead on establishing the commercial approach, but will work with partners to ensure there is a consistent approach with the right skills and capacity
2 We will be clear about the outcomes we want to achieve from the services we deliver, through a new commissioning approach	1. We will seek to understand the needs and assets of local communities, mapping resources and need and analysing the range of data we have available 2. We will work with residents to identify the outcomes which are important to them and which will make a difference to their lives 3. We will identify best practice and commission services based on evidence of impact. We will use our resources creatively to ensure that we maximise what we can be delivered for local communities 4. Where possible, we will jointly commission with partners to increase efficiency and effectiveness 5. We will review the effectiveness of the services we commission to ensure maximum impact	1. The council holds the budget for delivering a wide range of services to residents and we will work with a broader range of providers to deliver these services, including the voluntary and community sectors, social enterprises, the statutory sector, NHS providers and the independent sector, as well as continuing to deliver some services ourselves



Good value for money is the best use of resources to achieve the best outcomes. It is about economy, efficiency and effectiveness. Economy is ensuring every penny we spend delivers the best outcome; efficiency is about getting things right first time and delivering outcomes as we know we can; and effectiveness is about having a strong grip on all the issues to make sure we are not wasting resources.



How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Service quality will increase and the unit cost of the services we deliver will reduce 2. Council managers will understand their business drivers, services will be commissioned from the right providers, outcomes will be achieved, cost of delivery will reduce	1. Reduction in the unit cost of the services we deliver 2. Completion of required training and development for council managers
1. Residents will receive better quality services at a lower cost to the council. 2. By commissioning more preventative activity with our partners, we will see a decline in the cost of acute intervention and therefore see a higher return on investment	1. We are developing a set of indicators to identify how we can measure success in this area

Objective	How will we deliver the objective?	Who will be involved in delivering the objective?
3 We will employ the right people with the right skills to ensure outcomes for residents are achieved	1. We will launch and new training and skills development programme for all staff, which will help staff focus on their career through support to develop skills and experience to fulfill their potential 2. We will have new, clearer staff terms and conditions with a strong focus on recognising good performance	1. The council will lead the development programme, with partners from other sectors supporting this through, for example, staff exchanges.
4 We will make our IT systems and processes better and faster, which will improve the customer experience	1. We will ensure that the IT, systems and processes used in the council make it easier for our councillors and staff to do their jobs better and faster. This will include establishing a support services centre where savings are driven through the use of digital technology, the development of digital technology across our services to improve the customer experience, and improving the organisational processes that make us work effectively	1. The council will lead the change through its business infrastructure and customer services transformation programmes

How will we know that we have been successful?	How will we measure success from 2015-2018?
1. Council staff will have a broader range of skills to move into jobs that the council needs, when it needs it	1. Staff productivity will increase, absence rates will reduce, staff will say they work in a happy environment
1. Customers will be able to access information, advice and guidance when they need it 2. The council will be able to respond to resident needs with speed and accuracy	1. There will be an increase in customers internal and external to the council serving themselves 2. There will be an increase in customer service agents being able to meet the needs of customers first time

