

**Report for:** The Cabinet, 9 October 2018

**Title:** Borough Plan, 2019-23

**Report authorised by :** Zina Etheridge, Chief Executive

**Lead Officer:** Rebecca Hatch, Head of Policy & Cabinet Support

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Key Decision

**1. Describe the issue under consideration**

The report summarises the process and content of the Council's new Borough Plan, which will set the strategic vision for the borough over the next four years.

**2. Cabinet Member Introduction**

- 2.1 Haringey is our home, and we are proud of it. We are ambitious for Haringey's future as a whole and for the people who call the borough home. The Borough Plan sets the framework for the Council and our partners to deliver on our ambitious agenda.
- 2.2 We want to run an open, collaborative Council that genuinely engages people in shaping our borough's future. That is why we feel that genuine consultation and engagement are vital to build trust and partnership with our residents and our stakeholders. People must be able to feel that they can have confidence in their Council to do the right thing, and trust we are always on their side. As we set out our plan for consultation, we are encouraging people to respond to us.
- 2.3 We are not blind to the impact that 8 years of austerity has had upon our Council's finances. £280m of Westminster Government grant has been cut from Haringey's budget since 2010 – and there is the expectation of more to come. As a council, we have dealt with the mix of these direct cuts to our income alongside unfunded budget pressures
- 2.4 Over the next four years we will see a reduction in the Council's budget and a continued increasing demand for services. It is therefore even more important that we have clear priorities that set out how we, as a borough, can come together to deliver on our ambitions. This will ensure we are focusing our resources so that they have the greatest impact where there is the greatest need.
- 2.5 Changing how we do things is important. The default position of this administration is to deliver services directly where this is prudent to do so, in

order to maximise accountability, quality and other benefits to the community, as well as improving value for money where possible. We believe that public services need to be responsive to change and more democratically accountable.

- 2.6 Every local authority has to have a plan that translates the administration's priorities for the next four years into a set of objectives and a programme for action for the Council and its partners. This report introduces Haringey Council's Borough Plan, and invites residents, partners and stakeholders to comment upon it and to consider how they can help us to deliver it.

### **3. Recommendations**

- 3.1 Cabinet are asked to agree to go out to consultation on the Borough Plan, which includes:
- a) Five Priorities – each containing Outcomes, Objectives and Delivery Actions;
  - b) Equality Principles and illustrative objectives;
  - c) Partner Statements; and
  - d) Pledges – Voluntary and Community Sector; Engagement with Residents; Business.
- 3.2 Following the consultation, a revised version of the Borough Plan will be taken to the Cabinet in February 2019 for formal adoption.

### **4. Reasons for decision**

- 4.1 The Council's current Corporate Plan comes to an end this year. The Council needs to agree a new strategy to cover 2019-23, which will set the strategic vision for the organisation and major partners in the borough.
- 4.2 The new administration was recently elected on a defined policy agenda. The Borough Plan seeks to deliver the political priorities of the administration over the next four years.
- 4.3 The Council is currently developing its Medium Term Financial Strategy (MTFS). The outcome of the Borough Plan consultation and final strategy will inform the MTFS of the organisational priorities for 2019-23.
- 4.4 The Council has a statutory duty to publish equality objectives. The Borough Plan is the core document through which the Council identifies and agrees where to tackle inequalities in the borough. The Borough Plan document includes draft equality principles and illustrative objectives, which will also be subject to public consultation.

### **5. Alternative options considered**

- 5.1 There are a number of alternative options, including:
- a) Do not publish a new Plan; and
  - b) Extend the current Corporate Plan.

5.2 It is not considered feasible to pursue option A, as the Council’s Corporate Plan ends this year, which means a new Plan must be published. The Council is required to agree an overarching strategic document, which sets the parameters in which all other strategies operate.

5.3 It is not considered appropriate to extend the governance period of the current Corporate Plan, as this does not reflect the current administration’s priorities and the nature and extent of partnerships across the borough, which contribute to the delivery of the Plan’s outcomes.

## 6. Background information

6.1 Over the last year, the Council has been developing the Borough Plan, 2019-23, which seeks to build on the successes of the Corporate Plan, 2015-18, and reflect the political priorities of the current administration.

6.2 The three key purposes of the Borough Plan are to:

- 1) Direct Council resources;
- 2) Galvanise ownership of outcomes and objectives with partners; and
- 3) Communicate the Council’s priorities to residents.

6.3 The Borough Plan identifies five Priorities:

- a) Housing – A safe, secure and affordable home for everyone, whatever their circumstances;
- b) People – Strong families, strong networks and strong communities nurture all residents to live well and achieve their potential;
- c) Place – Stronger, connected communities where together we improve our environment by making it safer, cleaner and greener; Economy – A growing economy which provides opportunities for all our residents and supports our businesses to thrive
- d) Your Council – The way the Council works.

**Table 1.1 – Summary of Borough Plan Priorities and Outcomes**

Priority	Outcomes
<b>Housing</b>	1 We will work together to deliver the new homes Haringey needs, especially new affordable homes
	2 We will work together to prevent people from becoming homeless, and to reduce existing homelessness
	3 We will work together to drive up the quality of housing for everyone
<b>People</b>	4 Best start in life: the first few years of every child’s life will give them the long-term foundations to thrive
	5 Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities
	6 Every young person, whatever their background, has a pathway to success for the future
	7 All residents will be able to live free from the fear of harm
	8 All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities
	9 Strong communities where people look out for and care for one another
<b>Place</b>	10 A Healthier, Active and Greener Place

	11 A Cleaner, Accessible and Attractive Place
	12 A Proud, Resilient, Connected and Confident Place
	13 A Safer Borough
<b>Economy</b>	14 A growing economy and thriving local businesses, supported by a community wealth-building approach
	15 A borough where all residents have access to training and skills development opportunities and more people are supported into work
	16 A borough with more quality jobs with opportunities for progression
	17 Investment with local people at its heart, focused on Tottenham and Wood Green
<b>Your Council</b>	18 A council that engages effectively with its residents and businesses
	19 Residents get the right information and advice first time and find it easy to interact digitally
	20 We will be an able, positive workforce with the skills needed to deliver for Haringey
	21 We will be a Council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents

6.4 Each of the Priorities includes:

- i) Introductory Vision and Narrative;
- ii) Outcomes;
- iii) Objectives;
- iv) Delivery Actions;

### **Equality Principles and Objectives**

6.5 The Borough Plan includes Equality Principles and pulls out illustrative objectives, which will be further refined during the consultation period.

### **Partner Statements**

6.6 The Borough Plan includes supporting statements from the borough's key strategic partner organisations. The statements summarise the contributions of partners to the Borough Plan's outcomes and objectives and seek to strengthen partnerships across Haringey over the next four years.

### **Pledges**

6.7 The Borough Plan includes three Pledges, which summarise the Council's strategic relationship with the Voluntary and Community Sector and Business – and our approach to engagement with Residents.

### **Consultation and Engagement**

6.8 It is proposed to go out to consultation for eight weeks. During the consultation, the Council will continue to engage with residents, a wide range of partners and staff. An overview of the Council's engagement approach is included in Appendix B.

- 6.9 The Borough Plan includes a pledge to residents, to take a new, improved approach to engagement. This will involve testing out more innovative ways of harnessing input from residents and partners, including through the Fairness Commission. The aim of the approach will be to bring partners and residents together to find solutions and agree actions, to tackle the most pressing issues affecting Haringey's communities.
- 6.10 The Borough Plan engagement with partners will build on the existing work that has taken place over the last year, primarily through workshops focused on each Priority. However, the Council will use a range of engagement techniques to work with partners on specific issues affecting the borough. The Council will work with partners to find solutions and agree action plans for each issue.

## **7. Contribution to strategic outcomes**

- 7.1 The draft Borough Plan, once consultation has concluded and the document has been revised accordingly, will create the new strategic outcomes for the Council.

## **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### **Finance**

- 8.1 This report request that Cabinet agree to go out to consultation on a new Borough Plan (2019 – 2023). The Borough Plan sets out how the new administration seeks to deliver its political priorities over the next four years.
- 8.2 The MTFs is critical to the delivery of the objectives set out in the Borough Plan, so the outcome of this consultation will inform the refresh of the MTFs and future years budgets.
- 8.3 There are no immediate financial implications arising from the recommendations in this report.

### **Strategic Procurement (SP)**

- 8.4 SP note the contents of the report and that it seeks approval to undertake consultation on the Borough Plan.
- 8.5 SP note that there is no requirement for procurements to be undertaken by this report at this time.
- 8.6 Procurements resulting from the Borough Plan will be subject to Public Contract Regulations 2015 : PC

### **Legal**

- 8.7 The Assistant Director of Corporate Governance has been consulted in the preparation of this report.

- 8.8 A corporate plan is a key document, setting out the council's strategic vision for the next four years. There is a need to consult residents, businesses, partner organisations and staff in formulating the Council's draft Borough Plan. The Medium Term Financial Strategy which will underpin the delivery of the Borough Plan will require consultation and once the proposals are finalised they may need specific legal advice and guidance as they are being implemented.
- 8.9 In formulating its proposals the Council must have regard to the Public Sector Equality Duty under the Equality Act 2010. This requires the Council in exercising its functions to have to the need to eliminate discrimination, harassment, and victimisation; advance equality of opportunity between persons who share a relevant protected characteristic and those who do not and foster good relations between persons who share a relevant protected characteristic and those who do not. The protected characteristics include age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 8.10 Full EQIAs will be undertaken as necessary when specific policy, strategy and service changes are consulted on and implemented.

## **Equality**

- 8.11 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not; and
  - Foster good relations between people who share those characteristics and people who do not.
- 8.12 The Borough Plan sets the strategic direction for the Council's commitment to reduce inequalities in the borough. A key theme of the Borough Plan is to promote fairness, this includes, but is not limited to, discharging the Council's duties under the Equality Act.
- 8.13 The Equality Principles and Objectives act as the strategic guidance for the development of individual policy changes for the duration of the Borough Plan period, 2019-23. The Equality Principles and Objectives positively impact individuals and groups with protected characteristics as they focus on ensuring that any decision taken by the Council aims to reduce inequalities that exist in Haringey and foster good relations.
- 8.14 The Council will ensure that the consultation process is inclusive and targets groups with protected characteristics. Appendix B contains a summary of the proposed consultation plan, which will include steps to maximise the reach of the consultation and officer resources to strengthen the quantity and quality of

consultation feedback. The consultation process will also provide an opportunity to input to the Council's Equality Objectives, which aim to reduce inequalities in the borough.

- 8.15 It is noted that the Fairness Commission will be conducting extensive engagement with residents and partners over the next few months. The recommendations of the Fairness Commission will be reflected in the Borough Plan, as appropriate.
- 8.16 Where specific policy proposals arise, the Council will undertake appropriate Equality Impact Assessments to identify and address any potential equality implications of individual decisions.
- 8.17 The Council will use the feedback from the public consultation to complete an Equality Impact Assessment of the final Borough Plan, which will be presented to the Cabinet in the new year.

## **9. Use of Appendices**

Appendix A - Borough Plan, 2019-23

Appendix B - Consultation Plan

## **10. Local Government (Access to Information) Act 1985** **None**



