

**Report for:** The Cabinet, 12 February, 2019

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

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

**Lead Officer:** Joanna Sumner, Interim AD, Strategy & Communications

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Key Decision

**1. Describe the issue under consideration**

This report sets out Haringey's new Borough Plan, 2019-23. The Cabinet agreed in October 2018, to share the draft Borough Plan for consultation. This report seeks agreement to publish the revised Borough Plan. The attached Borough Plan responds to the consultation findings, and evidence provided in the Equality Impact Assessment. The Plan also includes outcomes measures.

**2. Cabinet Member Introduction**

2.1 Haringey is our home, and we are proud of it. We are ambitious for Haringey's future and have great ambitions for the people who live here. The Borough Plan sets the framework for the Council and our partners to deliver on this ambitious agenda for the borough.

2.2 To truly realise the ambition of the Borough Plan, changing how we do things is important. We want to run an open, collaborative Council that genuinely engages people in shaping our borough's future. 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.

2.1 In addition to the requirement to identify and agree organisational priorities and objectives, the Council has a legal duty to set a budget, which means we can only spend the money we have. If we don't set a budget, someone else will set it for us. In 2019/20 we will have a net budget spend of £250 million from our revenue budget on services and support for Haringey residents. We will spend another £137 million from our capital budget investing in infrastructure such as school maintenance, roads and pavements and building homes.

2.2 Over the next four years we will need to save more from the services and support budget. As the government reduces still further the amount of money it

gives us, we have to absorb extra costs due to inflation, and we continue to face service pressures.

- 2.3 All of this means we need to make difficult choices about the best ways to spend the money we have. We have adopted a number of principles to guide us in making these decisions, ensuring that we focus our resources so they have the greatest impact where there is the greatest need, and minimising the impact of cuts on those who need our support the most. Our Budget is published alongside our Borough Plan and has been developed in parallel to it.

### **3. Recommendations**

3.1 Cabinet is asked to:

- 3.1.1 Note and have regard to the Equality Impact Assessment for the Borough Plan and the summary of feedback from consultation and engagement at Appendix B to the report.
- 3.1.2 Adopt the Borough Plan at Appendix A to this report, and agree to its publication

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

- 4.1 Following the end of the Council's old Corporate Plan, the Borough Plan sets out a new strategy for 2019-23, which sets the strategic vision, priorities, outcomes and objectives for the organisation and major partners in the borough.
- 4.2 The Borough Plan seeks to deliver the political priorities of the administration over the next four years. The Plan should be seen as a living document and will be revised over the course of the next four years, including to respond to the recommendations of the Fairness Commission.
- 4.3 The Council's Medium Term Financial Strategy (MTFS) is also coming to February Cabinet for agreement. The Borough Plan and MTFS have been developed in partnership, recognising the need to balance levels of ambition with available resource.
- 4.3 The Council has a statutory duty to publish equalities objectives. The Borough Plan is the core document through which the Council identifies and agrees where to tackle inequality in the borough.

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

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

5.2 It is not considered feasible to pursue option A, as the Council’s Corporate Plan ended in 2018, which means a new Plan is needed. The Council is required to agree an overarching strategic document, which sets the parameters in which all other strategies operate. The Borough Plan plays this role, both for the Council and for the wider partnership.

5.3 It is not considered appropriate to extend the governance period of the previous Corporate Plan, as this does not reflect the administration’s priorities; does not reflect of the strength of partnerships across the borough, which contribute to the delivery of the Plan’s outcomes; and does not reflect changes to the political and financial operating context, including at local, regional and national level.

## 6. Background information

6.1 The Council has worked with its partners to develop 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;
- d) Economy – A growing economy which provides opportunities for all our residents and supports our businesses to thrive
- e) 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 Objectives, which set out the Council's commitment to tackling inequality for the duration of the Plan. These are supported by evidence, as in the State of the Borough evidence pack.

### **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 The draft Borough Plan was published following the October Cabinet. We received over 100 responses, in addition to seeking feedback from a wide range of stakeholders through forums with the Voluntary and Community sector, businesses, partner organisations and through engagement on key priority issues including youth violence, adult social care and experiences of services.
- 6.9 In the main, what we have heard supports and confirms the priorities identified in the draft Borough Plan. The findings emphasise that the challenges around housing are a top priority; that there is widespread concern about the safety of our young people; that tackling poverty and inequality should underpin everything we do; and that we need to do more to support local businesses and strengthen the local economy from the ground up.
- 6.10 In addition, the feedback identified a number of other areas of concern. A summary of key areas of feedback and our responses to these, is set out below.
- We heard: that ‘there should be an objective of treating those experiencing homelessness (especially street homelessness) with dignity and encouraging partners to do the same’.
    - We have responded by making a clear commitment to respond to each household’s particular circumstances in a timely way, and always treating people with dignity and respect.
  - We heard: that sustainability is important to our residents and should be embedded across our approach.
    - We have responded by making our commitment to reducing carbon and air pollution clearer, across the Housing, Place and Your Council priorities and recognising the impact of air pollution on health, within the People Priority.
  - We heard: that littering and fly-tipping are a major concern, particularly in some areas of the Borough.
    - We have responded by committing to a civic pride campaign, focusing on working with the community to change behaviours, as part of our new Fly-tipping strategy.
  - We heard: that town centres are important to you.
    - We have responded by making a clearer commitment to revitalising town centres, beginning with an ambitious programme of work to improve Tottenham High Road.
  - We heard: that residents do not always find it easy to get the support they need from the Council.
    - We have responded by making a new commitment to improve the ease of interaction within customer services and this will be a core focus of an ambitious transformation programme within customer services.

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

7.1 The Borough Plan creates the new strategic outcomes for the Council.

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

## **Finance**

- 8.1 This report requests that Cabinet agree to publish the new Borough Plan (2019-2023). The Borough Plan sets out how the priorities, outcomes and objectives for the Council and its partners, over the next four years.
- 8.2 The MTFFS is critical to the delivery of the objectives set out in the Borough Plan, and the Borough Plan and MTFFS have been developed in parallel for this reason.
- 8.3 There are no immediate financial implications arising from the recommendations in this report that have not already been built into the proposed 2019/20 Budget/Medium Term Financial Strategy (MTFS) 2019/20-2023/24.

## **Strategic Procurement (SP)**

- 8.4 SP note the contents of the report and that it seeks approval to publish the Borough Plan (2019-2023).
- 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
- 8.7 The Assistant Director of Corporate Governance has been consulted in the preparation of this report, and makes the following comments.
- 8.8 A corporate plan is a key document, setting out the council's strategic vision for the next four years. Residents, businesses, partner organisations, the voluntary and community sector and staff have been engaged in formulating the Council's Borough Plan.
- 8.9 Members will be aware that in carrying out its consultations, the Council must comply with its own consultation policy, and adhere to the so called 'Sedley principles'. These are:
- (1) That consultation must be at a time when proposals are still at a formative stage;
  - (2) That the proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response;
  - (3) That adequate time must be given for consideration and response; and
  - (4) That the product of consultation must be conscientiously taken into account in finalising any statutory proposals.
- 8.9 In formulating its proposals the Council must also have regard to the Public Sector Equality Duty under the Equality Act 2010. Full EQIAs will be undertaken as necessary when specific policy, strategy and service changes are consulted on and implemented. Additional legal advice will be provided at that stage.

8.10 Accordingly, in light of all of the above, there are no reasons why Cabinet cannot adopt the Recommendations contained in this report.

## **Equality**

8.11 The Council has a public sector equality duty under the Equality 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 inequality 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 inequality that exist in Haringey.

8.14 Where specific policy proposals arise, the Council will undertake appropriate Equality Impact Assessments to identify and address any potential equality implications of individual decisions.

## **9. Use of Appendices**

Appendix A - Borough Plan, 2019-23

Appendix B - Report of engagement findings

## **10. Local Government (Access to Information) Act 1985**



## Categories of Exemption

Exempt information means information falling within the following categories:

### Part 1

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed upon a person; or (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

### Part 2

Qualifications to the above exempt information:

(a) Information falling within paragraph 3 above is not exempt information under that paragraph if it is required under – (a) the Companies Act 1985 (b) the Friendly Societies Act 1974 (c) The Friendly Societies Act 1992 (d) The Industrial and Provident Societies Acts 1965 – 1978 (e) the Building Societies Act 1986 (f) The Charities Act 1993.

(b) Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.

(c) Information which – (i) falls within any of paragraphs 1-7 above; and (ii) is not prevented from being exempt under (a) or (b) above is exempt information if and so long as, in the opinion of the Monitoring Officer, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.