

Report for: The Cabinet, 9 July, 2019

Title: **Borough Plan 2019-2023 year 1 delivery plan**

Report

authorised by : Richard Grice, Director for Customer, Transformation and Resources

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

Ward(s) affected: All

Report for Key/

Non Key Decision: Non Key Decision

1. Describe the issue under consideration

This report sets out the delivery plans for each priority in Haringey's Borough Plan 2019-23 for year 1, 2019-20.

2. Cabinet Member Introduction

2.1 The Borough Plan is the vehicle through which we set out our strategic vision that will shape the policies and decision-making over the course of the next three years.

2.2 As a new administration we rightly set out an aspirational Borough Plan that contained objectives across all council services. The LGA peer review team praised us for our ambition, but felt that we would have more success by focusing on a smaller number of key objectives.

2.3 This report sets out the key aims and delivery plans for year 1 of the Borough Plan. I am sure that it will provide a greater sense of shared purpose and increase our overall successes.

3. Recommendations

3.1 Cabinet is asked to note that one of the highest priority recommendations from the recent Corporate Peer Challenge carried out in February 2019 by a team of local government peers, and facilitated by the Local Government Association, related to prioritisation within the Borough Plan. The peers suggested that the Council sets out an annual delivery plan for each year of the life of the Borough Plan 2019-23, and that these delivery plans are aligned to the Medium Term Financial Strategy.

3.2 Cabinet is asked to approve the year one delivery plans for each Borough Plan priority as set out in appendices 1 to 5, of this report.

- 3.3 Cabinet is asked to note that the delivery plans for year 2 of the Borough Plan will be considered alongside the Medium Term Financial Strategy and Budget reports in February 2020.

4. Reasons for decision

- 4.1 To agree delivery priorities for the year to provide context for related decisions, including on budget setting, engagement with residents, and management of staff.

5. Alternative options considered

- 5.1 The alternative options considered by Cabinet in February when considering the adoption of the Borough Plan 2019-23 were
- a) Do not publish a new Plan; and
 - b) Extend the previous Corporate Plan.

It was not considered feasible to pursue option A, as the Council's Corporate Plan ended in 2018, which means a new Plan was 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.

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

6. Background information

- 6.1 The Borough Plan 2019-23 was agreed by Cabinet in February 2019. The Plan was the result of extensive engagement with residents and partners over the course of a year, with a series of surveys, events and conferences contributing to its development. The priorities and objectives in it are also derived from the data in the State of the Borough report of July 2018, and the Residents' Survey the same year.
- 6.2 In the same month that the Borough Plan was agreed, February 2019, the Council took part in a Corporate Peer Challenge, organised by the Local Government Association (LGA). The Council's response to their final report is the subject of a separate report on this Cabinet agenda.
- 6.3 The Council asked the peer team to focus on the following question alongside the corporate themes that they consider for every peer challenge:

"The Council is agreeing its Borough Plan in February 2019 so is keen to focus on how well set up it is to deliver against the plan, especially in relation to the way it prioritises within the Borough Plan, and invites the peer team to reflect

particularly on how set we are to deliver the level of partnership working required to make the ambition of a Borough, rather than Corporate, plan a reality by the end of the plan period.”

- 6.4 The peers said in their findings on “Understanding of the local place and priority setting” that:

“The Borough Plan contains a large number of objectives and, though all relevant, a greater focus on a smaller number of key strategic priorities would be helpful to delivery. We suggest that objectives need prioritising early with an associated annual delivery plan with targets and financial information in support of the desired outcomes.”

- 6.5 The peers added in their findings on “Leadership of Place”:

“We picked up a sense from elected members that the borough plan whilst ambitious is not focussed due to a lack of prioritisation. Providing that focus is established it will then support conversations on budget setting, provide direction to staff and enable unambiguous conversations with communities.”

- 6.6 The Delivery Plans have been developed from internal workshops with officers responsible for each priority.

7 **Contribution to strategic outcomes**

- 7.1 The response to the recommendations contributes to the “Your Council: the way the council works” priority in the Borough Plan, 2019-23.

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

Finance

- 8.1 There are no direct financial implications arising from the contents of this report.
- 8.2 It is broadly assumed that the year one delivery plans can be resourced within the constraints of the 2019/20 budget, which formed part of the 2019/20 Budget and Medium Term Financial Strategy 2019/20-2023/24, approved by Full Council on 25th February 2019.
- 8.3 Where the delivery plans identify a need for additional in-year resources these will be included in subsequent reports to Cabinet as required.

Legal

- 8.4 The Assistant Director of Corporate Governance has been consulted in the preparation of this report.
- 8.5 In formulating its proposals the Council must 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.

Equality

- 8.6 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.
- 8.7 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.
- 8.8 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.
- 8.9 Where specific 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

- Year 1 delivery plan for People Priority – Appendix 1**
Year 1 delivery plan for Place Priority - Appendix 2
Year 1 delivery plan for Housing Priority - Appendix 3
Year 1 delivery plan for Economy Priority - Appendix 4
Year 1 delivery plan for Your Council Priority Appendix 5
- 10 **Local Government (Access to Information) Act 1985**

February Cabinet report on Borough Plan

