

## People

### Outcome 4: Best start in life: the first few years of every child's life will give them the long-term foundations to thrive

Objective a) All families will have a healthy start in life from a healthy pregnancy to healthy early years

Lead: AD Public Health, AD Early Help and AD Commissioning

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
1. Increase the reach and impact of the health visiting service.	<p>Year 1: Improve the information flow between the two hospital maternity units and the health visiting services to increase the reach to families of the mandated antenatal visit</p> <p>Year 1: Training programme for the Health Visiting Service providing basic tools and resources to support families in developing their children's speech and language</p>	Department of Health training programme for speech and language funded for one year by Public Health England.	<p>Continue to improve the service and improve integration with other services.</p> <p>Extend frontline practitioner speech and language training to children's centres and nurseries</p>
2. Continue to embed the 0-5 year old Healthy Child Programme across the partnership (the council, local NHS providers, early years settings and the voluntary sector)	<p>Year 1: refresh council webpage and raise awareness of the resources available to frontline practitioners</p> <p>Year 1: Launch 'Five to Thrive' in North Middlesex Hospital Midwifery Service</p>		

Objective b) Every child is able to attend a high-quality early years setting

Lead: AD Schools and Learning, AD Commissioning and AD Public Health (Early Help Partnership Board)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
3. Improve outcomes for young children by maximise the early years workforce skillset to identify needs early and work with parents to offer targeted support	Year 1: Additional training and support to targeted early years settings		Year 2: Roll out and evaluation of universal early years approach

Objectives 4c and 5e) Families will be support by a community based multi-agency early help offer helping them to get the right information and help at the right time

Lead: AD Early Help, AD Schools and Learning, AD Public Health and AD Commissioning (Early Help Partnership Board)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
4. Produce a new early help strategy alongside partners to ensure that families receive effective support at the right time	<p>Year 1: Work with partners to ensure the strategic approach to integrated early years provision delivers the outcomes in the Early Help Strategy</p> <p>Year 1: Explore an integrated early years delivery model in North Tottenham</p> <p>Year 1: Early Help Strategy developed and agreed</p> <p>Year 1: Review the Early Help Service</p> <p>Year 1: Produce guidance to assist practitioners to deliver effective support</p>	Contributes to MTFS savings	Year 2: Monitoring the impact of the new arrangements

5. Develop a wider Haringey model of practice to support effective working alongside families who need support	Year 1: Development of our relationship based and trauma informed practice model the Haringey Way  Year 1: Deliver programme to improve outcomes for children and families affected by alcohol abuse and ensure everyone knows how best to support families		Year 2: roll out and evaluation of impact
6. Ensuring we have an effective strategic partnership board that will drive implementation of the Early Help Strategy	Remodel the Early Help Strategic Board Establish an operational partnership group to support activity		Evaluate impact of the changed arrangements Act on any recommendations from the evaluation

## Outcome 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

Objective a) All our schools will be outstanding or good and an increasing proportion will be rated as outstanding

Objective b) All children and young people, whatever their circumstance, will be achieve to the best of their abilities

Lead: AD Schools and Learning, AD Commissioning (Haringey Education Partnership and SEND Strategic Partnership)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
7. Lead the BAME Attainment steering group to refocus concerted action with teachers and school improvement partners to drive up educational attainment and narrow/eradicate the attainment gap	Year 1: monitor effectiveness of the roll out of the 'vulnerability of underachievement toolkit'  Year 1: Hold a BAME conference in July 2019 to engage Heads and Chairs of Governors in the work needed to erase attainment gaps across all settings;		Year 2: Continue to monitor the effectiveness of improvement plans

	Year 1: HEP and Haringey Council to support, challenge and hold to account, including reporting annually to Cabinet on the progress that is being made		
8. Work with partners to ensure we can meet the needs of children and young people especially those at risk of exclusion	Year 1: Deliver and approve the Alternative Provision Review Year 1: Implement the Review's priority recommendations that fall in year 1.		Year 2: Continue to implement the outstanding recommendations Year 2: Evaluate the Review's impact
9. Pilot and evaluate the provision of free school meals to children aged 5-11	Year 1: Develop a pilot	£50K investment Manifesto	Year 2: Evaluate the free school meal pilot
10. Work with partners and parents to develop an Improvement Plan for children and young people with special educational needs and disabilities	Year 1: Work with parents to develop co-design and co-production  Year 1: Work with partners to agree the Improvement Plan and to deliver service improvements  Year 1: Refresh the needs assessment and the Joint Commissioning Strategy  Year 1: Review SEND Transportation	Contributes to MTFS savings	Year 2: Continue to implement Improvement Plan  Year 2: Deliver changes as agreed to SEND Transportation
11. Work across the Council and with schools to ensure there is a programme of schools' estate maintenance and priorities	Year 1: Agree a children's services asset management strategy and plan  Year 1: Identify the capital resources required for year 1 priorities	Capital investment will be required	Year 2: Continue the programme of improvement set out in the Asset Management Strategy

Objective c) Children and young people will be physically and mentally healthy and well

Lead: AD Public Health, AD Schools and Learning and AD Commissioning (Early Help Partnership Board)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
12. Work with partners to develop an integrated 0-19 model for the Healthy Child Programme	Year 1: Complete new service design		Year 2: – 0-19 year old integrated service established
13. Reduce reinfections of sexually transmitted infections in young people 15-19	Year 1: Clinical pathway agreed with all service providers Year 1: Engage with young people and parents to build awareness of how they can best access services		Continue to monitor progress and test improvements to clinical pathway
14. Continue to work with partners to implement the Obesity Alliance priorities including roll out of sugar smart and development of an obesity clinical pathway	Year 1: Roll out of Sugar Smart		Identification and implementation of new obesity alliance priorities

Objective 5d) Children will grow up free from violence and fear of violence in the community wherever they live in the borough  
Objective 6c) Reduce the number of young people entering the criminal justice system

Lead: AD Early Help with AD Schools and Learning, AD Stronger Communities, AD Public Health and AD Commissioning (Young People at Risk Group)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
15. Collaborate with partners to deliver the Young People at Risk Strategy which can be found here: <a href="https://www.haringey.gov.uk/local-democracy/policies-and-strategies/young-people-risk-strategy">https://www.haringey.gov.uk/local-democracy/policies-and-strategies/young-people-risk-strategy</a>	Year 1: Deliver Haringey Community Gold - The projects include employment support, a future leaders programme, mental health support and a BAME careers service.  Year 1: Work with schools to reduce fixed term and permanent exclusions in line with the Alternative Provision Review recommendation that falls into year 1.		Continue to deliver the strategy  Capture learning and evolve services to meet the needs of young people

	Year 1: Deliver Summer Programme of activities for school holidays to enhance opportunities for young people at risk		
16. Working collaboratively to improve emotional health and wellbeing support in schools – CAMHS Trailblazer – providing targeted mental health and emotional wellbeing support to pupils from years 6,7 and 8 in Tottenham schools	Apr 2019 - Sep 2021	Young People at Risk Action plan £1M (DWP and DHSC) bid funding	

## Outcome 6: Every young person, whatever their background, has a pathway to success for the future

Objective a) All young people will be able to access routes to achievement and success

Objective b) Young people will feel prepared for adulthood

Lead: AD Schools and Learning with AD Commissioning and AD for Economic Development (a)  
AD Schools and Learning, AD Early Help & AD Adults (b)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
17. Expand the range of supported housing for care leavers and vulnerable young people	Year 1: Commission additional provision  Year 1: continue to monitor the effectiveness of the housing pathway monthly for continued improvement.	Contributes to MTFS savings	
18. Implement an 'independence pathway' to support transitions among 14-25 year olds, particularly those with LD and MH.	Year 1: prototype a small independence pathway team that will work in new ways	Contributes to MTFS savings and cost avoidance	
19. Supporting young people with special educational needs and disabilities on pathways into employment	Year 1: Commissioned projects engaged to offer initial supported internships		Year 2: Extending the number of places offered

	Year 1: First cohort enters programme		Year 3: Monitor outcomes from first cohort
	Year 1: Learning from DWP pilot		

## Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities

Objective a) Healthy life expectancy will increase across the borough, improving outcomes for all communities

Lead: AD Public Health

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
20. Working with partners in the NHS and the voluntary and community sector to create a joined-up health and care system which achieves key outcomes including: <ul style="list-style-type: none"> <li>a. Reduced health inequalities</li> <li>b. Increased prevention and early intervention</li> <li>c. Improved resident experience</li> </ul>	Year 1: Support the co-design of the plan for Health and Care integration in North Central London. Year 1: Borough partnership for health and care in place.		Strengthen borough partnership
21. Work across the Council and with partners to improve the mental health and wellbeing of all our residents	Year 1: agree needs assessments for all age mental health and wellbeing  Year 1: refresh partnership pathways and approaches to mental health and wellbeing	Invest to save proposal developed to deliver improved Value for money outcomes for LBH and CCG.	Evaluation of improved outcomes for individuals and financial efficiencies.
22. Working with a wide range of partners and stakeholders to enable residents to manage their own health and wellbeing and to age well	Year 1: Adopt Ageing Well Strategy across partners		Year 2: Implementation
23. To ensure that those most in need of prevention services access the right help	Year 1: Develop plans for new service model aligned to Physical Activity and		Implementation of new service model

as early as possible (e.g. stop smoking/physical activity/weight management)	Sports Strategy		
24. Roll out pilot programme to reduce smoking in pregnant women and parents with children under 5 years	Year 1: Programmes in place		Evaluate and improve programmes
25. Connect residents with information and resources in their community which can help them to lead healthier lives	Year 1: A joined up plan with a range of partners around care navigation; social prescribing; local area co-ordination	Invest to save proposals and outline business case	Evaluate the benefits of a joined up approach  Seek additional resources to consolidate approach

### Objective b) People will be supported to live independently at home for longer

Lead: AD Adults

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
26. Promote independent living options – enabling more people to live in less restrictive settings, including sheltered housing, accommodation with Housing Related Support, Shared Lives and Key-Ring Support.	Year 1 – increase supply of suitable, more independent housing options  Year 1- support residents into more independent living options	Contributes to MTFS savings	
27. Give residents access to better technology options that can help them to stay safe, independent and connected	Year 1: Agreement of delivery model	Contributes to MTFS savings	Year 2: Mobilisation and go live

### Objective c) Adults will feel physically and mentally healthy and well

Lead: AD Adults, AD Public Health

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
28. Further develop our healthy place approach – including strengthening approach to licensing, healthy planning, healthy homes and workplaces etc	<p>Licensing: Public health to strengthen their representations by including more relevant stakeholders within their reps i.e. substance misuse service users, children’s services.</p> <p>Complete a draft of Haringey’s Health Impact Assessment Framework addressing key issues e.g. loneliness, cycling</p> <p>Phase 2 implementation of Haringey’s School Superzones Pilot</p>	Important to link to the place theme	<p>Embed health impact assessment framework into significant planning and policy decisions</p> <p>Review overall approach to licensing (gambling and alcohol)</p>
29. To tackle high levels of alcohol related harm to individuals and communities – with partners start the process of developing an alcohol strategy	<p>Complete strategy in Year 1</p> <p>Implement the partnership plan to deliver the Innovations project for Children of Alcohol Dependent Parents</p>	This needs to link with place priorities	Implementation of partnership alcohol strategy
30. Support employment initiatives to delivery of the Economy Outcome 14a) to ensure people with extra support needs can access and maintain employment	Scope and develop options to increase employment options for people with vulnerabilities in Haringey	Contributes to MTFS savings	Build and expand employment accessibility and availability

Objective d) Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach

Lead: AD Adults, AD Early Help

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
31. Improve ways of working across social care, acute and community partners to deliver integrated care to people	<ul style="list-style-type: none"> <li>Expand the skill mix of reablement staff to enable them to do more, reducing the number of professionals visiting an</li> </ul>	Develop Invest to save proposal for expansion of community reablement	Evaluate impact Expand, or change the integrated approach in

	<p>individual.</p> <ul style="list-style-type: none"> <li>• Expand the reablement offer to enable increased focus on prevention</li> <li>• Develop an information and training plan</li> </ul>	Contributes to MTFS savings.	line with the evaluation findings
<p>32. Preparing for adulthood – develop model of support that prepares young people for adulthood when transitioning from children’s services to adulthood, encompassing:</p> <ul style="list-style-type: none"> <li>a. Employment support</li> <li>b. Housing support</li> <li>c. Good health, wellbeing and independence</li> <li>d. Community relationships</li> </ul>	<p>Implement an ‘independence pathway’ pilot to support transitions among 14 -25 year olds, particularly those with LD and MH. As referenced in outcome 6 objective b.</p>	Contributes to MTFS savings	Evaluate impact and implement agreed model/s
<p>33. Working with partners and stakeholders to redevelop our built assets to deliver higher quality, more connected care</p>	<p>Year 1: Approval of preferred option for Osborne Grove Nursing Home and move forward to next phase with stakeholders Year 1: Construction underway at Linden Road supported living setting for adults with learning disabilities and additional complex needs</p> <p>Year 1: Appointment of design team to shape future development of Canning Crescent with active engagement of stakeholders with the aim to re-provide Clarendon recovery college, a centre for lifelong learning and an educational route to recovery for people experiencing mental health issues and an additional 21 units of supported living for people with mental health needs.</p>	Contributes to MTFS savings	Year 2: each capital project has a clear programme into year 2

Year 1: Co-design of future day opportunities provision in-borough

## Outcome 8: Strong communities where people look out and care for one another

Objective a) Carers are supported and valued, including young carers

Lead: AD Early Help, AD Schools and Learning, AD Adults, AD Commissioning

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
34. Work with partners, carers and young people to develop a Carers' Strategy	Year 1: Adopt a Carers' Strategy which supports early identification and support, develops the workforce and improves carers' wellbeing		Year 2: Implement priorities

Objective b) A strong and diverse voluntary and community sector, supporting local residents to thrive  
Objective c) Caring and cohesive communities which can offer support

Lead: AD Commissioning

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
35. Embed a locality-based model in Haringey, with a focus on early intervention and prevention for all of our community, in order to provide better support to residents at an earlier stage, preventing them slipping into crisis	<ul style="list-style-type: none"> <li>• May to Oct 2019: Identify partner needs and establish governance structure</li> <li>• Design, test and learn</li> <li>• Oct 2019 to March 2020: Deliver principles and training on working in a more integrated way, the 'Haringey Way'</li> </ul>	Year 1 (2019) will mainly be about laying the groundwork: identifying and addressing specific local and support agency needs, creating an inter-agency governance model, and learning from existing work being done by Community First and Connected Communities. The rollout of the locality-based	

		model specifically will focus initially on North Tottenham.	
36. As part of delivering the above, combine and expand Community First and Connected Communities approaches into one co-produced locality model and roll out across the borough	<ul style="list-style-type: none"> <li>• May to Oct 2019: Review, evaluate, plan and recruit</li> <li>• Oct 2019 to March 2020: Pilot in N Tottenham</li> </ul> <p>April 2020 onwards: Consolidate pilot, evaluate and roll out across borough</p>	<p>In order to establish this model we will combine and expand the Connected Communities and Community First programmes, ensuring we reach residents across the whole of Haringey.</p> <p>*Community First, which is an existing programme in and of itself, has funding agreed for six projects that are a critical part of the Early Intervention and Prevention approach. This initial phase will be resourced through Community First Transformation funding</p> <p>Connected Communities funded separately through central gov grant (2 years left)</p> <p>May need investment from year 2 onwards, for additional Local Area Co-ordinators, additional locality-based Social Workers, and project evaluation and communications.</p> <p>No cashable savings but avoided downstream costs</p>	
37. Strengthen community based early help offer in-line with the strategy	<ul style="list-style-type: none"> <li>• Pilot different approaches in North Tottenham</li> </ul>		Continue to build community capacity and confidence

	<ul style="list-style-type: none"> <li>• Create more opportunities to work collaboratively with the community</li> </ul>		Measure impact of work so far to achieve resilient communities and improve outcomes for children
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Objective d) Levels of Violence against women and girls will be significantly reduced

Lead: Violence Against Women & Girls Strategic Lead

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
<p>Note, although this is also a discrete priority, the work to deliver change happens across multiple organisations and parts of the council. It is also an intrinsic part of multiple objectives within the People and wider Borough Plan.</p> <p>The full strategy can be found here:  <a href="https://www.haringey.gov.uk/social-care-and-health/health/public-health/domestic-violence-and-abuse-and-violence-against-women-and-girls/violence-against-women-and-girls/haringeys-approach-violence-against-women-and-girls">https://www.haringey.gov.uk/social-care-and-health/health/public-health/domestic-violence-and-abuse-and-violence-against-women-and-girls/violence-against-women-and-girls/haringeys-approach-violence-against-women-and-girls</a></p> <p>38. Drive borough-wide change in the culture, behaviours and attitudes that lead to violence against women and girls through a coordinated community response (CCR)</p>	<p>Year 1 - pilot to be launched in Hornsey, Northumberland Park/White Hart Lane wards and a model for young people.</p>		<p>Evaluate pilot            Implement model based on evaluation recommendations            Roll out across the borough</p>
<p>39. Develop intensive, recovery-focused support programmes for women from culturally and linguistically diverse</p>	<p>Year 1 - launch three new survivor support groups to be delivered by VAWG and BAME/LGBT+ partners.</p>		<p>Explore development of a therapeutic marketplace from April 2020 to</p>

backgrounds who have experienced violence.			provide longer term, recovery focussed programmes.
40. Improve the long-term support available locally to help survivors to develop their resources and support networks to recover from abuse through ensuring sustainability of the WiSER project.	Develop a bid for Mayor's funding	Contributes to MTFS savings	
41. Include age-appropriate and evidence-based education to schoolchildren covering sexual violence, gender equality and other relationship issues	Year 1 – working with partners to ensure schools develop a robust relationship and sex education offer as part of the new Statutory requirements		Embed and explore expansion and development of advocacy services for young people
42. Expanded programme of perpetrator support for me	Explore development of the perpetrator programme to include support for men who don't speak English or have other support needs		

## Outcome X: All residents will be able to live free from fear of harm

Outcome a) Children, young people and adults experiencing or at risk of harm, neglect or exploitation will be protected and safeguarded

Lead: AD Safeguarding and Social Care, AD Adults (Haringey Safeguarding and Children's Improvement Boards & Haringey Safeguarding Adults Board)

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
43. Agree and implement the new multi-agency safeguarding arrangements	Sep 2019		
44. Improve services for children who need help and protection by a persistent approach to drive good outcome-focussed practice with a focus on our key priority areas such as neglect, violence against	Consistent application of evidence-based tools to inform good quality interventions for children and families  Remodel the council early help service and	Ofsted improvement plan	Continued service and practice improvement

women and girls, disabled children	strengthen community approach		
45. Reduce the number of social worker agency staff	20% by Mar 2020	£196K saving	
46. Increase the recruitment of in-house foster carers and reduce the use of independent foster agencies	Sep 2019	£90K saving Invest to save	
47. Develop an effective edge of care service so that young people can remain safely at home with their families instead of coming into care	Sep 2019	£150K Invest to save	
48. Develop a Family Centre to support bringing specialist family assessments in house and doing them in the community	Sep 2019	Invest to save	
49. Development of partnership wide transitional safeguarding response	Year 1 – take a ‘test and learn’ approach to new ways of supporting young people		
50. Delivery of Haringey Adults Safeguarding Board strategic priorities noting newly identified areas for focus. Plan can be found here: <a href="https://www.haringey.gov.uk/sites/haringeygovuk/files/hsab_strategic_plan_final_2016_july_2016.pdf">https://www.haringey.gov.uk/sites/haringeygovuk/files/hsab_strategic_plan_final_2016_july_2016.pdf</a>	<ul style="list-style-type: none"> <li>• People who sleep rough are appropriately safeguarded</li> <li>• Undertake preventative and proactive work to support those subjected to modern slavery/human trafficking/forced labour/criminal exploitation/domestic servitude and continue to raise public awareness</li> </ul>		