

Report for: 11 February 2020 Cabinet

Title: Borough Plan 2019-2023 Year 2 Delivery Plan

Report authorised by : Richard Grice, Director of Customers, Transformation and Resources

Lead Officer: Joanna Sumner, Interim Assistant Director for Strategy and Communications

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Non-Key Decision

1. Describe the issue under consideration

1.1. This report sets out what will be delivered in the second year of the council's four-year Borough Plan (2019-23), including resource and budget considerations. It also looks back at what has been delivered in the first year of the plan.

2. Cabinet Member Introduction

2.1 As we reach at the midpoint of this administration, we are one year into delivering on the commitments we made in our Borough Plan. At the 2018 elections, we set out an ambitious manifesto for Haringey – pledging to chart a different course and create a fairer, more equal borough. The Borough Plan translated that ambition into action.

2.2 In this report, we are publishing line-by-line what has been achieved so far – and what we need focus on in the year to come.
There is a lot to be proud of. On housing, we have restarted council house building in Haringey. We've hired the people we need to deliver this ambitious programme; and are now seeing shovels hit the ground. As of May 350 of our first 1,000 planned council homes will have started on site.

2.3 We promised too that community wealth-building – a bottom-up approach to building our local economy– would become a guiding principle for this council. Over time, it will see us grow the number of quality, local jobs that are available for local people in their communities, and ensure that more public money is recycled around the Haringey economy.

2.4 From April this year, more care workers across Haringey will be paid the London Living Wage of £10.75 an hour – giving them the pay they deserve and further boosting spending power in our local economy.

2.5 We've also made real strides to bring council services in-house again. When services are contracted-out to for-profit companies, our residents lose out. The limited funds that the council has leak out of the borough, workers experience lower

terms and conditions; and the services are less accountable to residents and businesses.

- 2.6 But from April, this will start to change in Haringey. The staff that manage council buildings will transition from the private firm Amey back into the council – meaning better conditions for workers, better job security and a much better service.
- 2.7 We said at the start of this administration that we would establish a Fairness Commission, a hard, honest look at inequality and injustice in Haringey. That commission has now completed its work and is publishing recommendations this month. We thank the Commissioners for their work and their recommendations will be a key part of work going forward.
- 2.8 Last month Cabinet approved our new Welcome Strategy, setting out the council's commitment to migrants and refugees in Haringey. We are one of the only councils anywhere in the country to do so.
- 2.9 We know there is a lot still to do. We are an ambitious council, optimistic about what can be achieved – even in the wake of December's general election results the great lost opportunity that is Brexit. Socialism is the language of priorities and in delivering this Borough Plan we show the priorities we have for delivering lasting change for the residents of Haringey. This report shows that real change is possible, that we are making real progress – and that we have a long way still to go.

3. **Recommendations**

- 3.1. To approve the Year 2 Delivery Plans for each of the five Borough Plan priorities, set out in appendices 1 to 5 of this report.

4. **Reasons for decision**

- 4.1. To agree the delivery priorities for 2020-21, the second year of the four-year Borough Plan. This provides context for related decisions including on budget setting, engagement with residents and management of staff.

5. **Alternative options considered**

- 5.1. The alternative option would be not to set out delivery plans for each year of the Borough Plan. However, Cabinet agreed in July 2019, when it agreed the Borough Plan Year 1 Delivery Plans, that prioritisation of delivery on a yearly basis was important to help the council understand where to focus its efforts and resources.

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

- 6.2. State of the Borough report of July 2018, and the Residents' Survey the same year.
- 6.3. 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 was presented to Cabinet in July 2019.
- 6.4. 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.”

- 6.5. 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.”

- 6.6. 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.”

- 6.7. Delivery plans for the first year of the Borough Plan were agreed at Cabinet in July 2019. At that meeting, Cabinet agreed to bring back delivery plans for every year of this Borough Plan to each February Cabinet meeting, to sit along-side the budget and MTFS.
- 6.8. These Delivery Plans have been developed with cross-council input, including from the council's key partners.

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 2 Delivery Plans can be resourced within the constraints of the 2020/21 budget, which will form part of the 2020/21 Budget and Medium Term Financial Strategy 2020/21-2024/25, approved by Full Council on 24th February 2020. Where particular delivery priorities are contingent on the continuation of external funding streams this has been highlighted in the plans.
- 8.3. Where the delivery plans subsequently identify a need for additional in-year resources these will be referred to Cabinet as required.

Legal

- 8.4. There are no legal implications arising from these reports. However legal advice will be required on the implementation of the specific proposals set out in the Delivery Plans.
- 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 the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 8.7. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 8.8. 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.

- 8.9. 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.
- 8.10. Where specific proposals that are noted in the Year 2 Delivery Plans 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 1 – Housing Priority Year 2 Delivery Plan
Appendix 2 – People Priority Year 2 Delivery Plan
Appendix 3 – Place Priority Year 2 Delivery Plan
Appendix 4 – Economy Priority Year 2 Delivery Plan
Appendix 5 – Your Council Priority Year 2 Delivery Plan

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

Background documents:

Haringey Borough Plan 2019-2023

https://www.haringey.gov.uk/sites/haringeygovuk/files/borough_plan_2019-23.pdf