
Integrated Housing Board

TUESDAY 18th OCTOBER, 2011 at 18.30hrs – CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Please see membership list below.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be considered under Item 9 below).

3. DECLARATIONS OF INTEREST

Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any decision made with respect to those items.

4. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held on 25 July 2011 as a correct record.

5. REVIEW OF PARTNERSHIP ARRANGEMENTS (PAGES 9 - 16)

6. UPDATE ON HOMELESSNESS STRATEGY CONSULTATION

A verbal update will be given.

7. HOMES FOR HARINGEY - RESPONSE TO THE DISTURBANCES IN TOTTENHAM

A presentation will be given.

8. THE NEW TOTTENHAM TEAM/STRATEGY

A presentation will be given.

9. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business raised under Item 2 above.

10. ANY OTHER BUSINESS

To raise any items of AOB.

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Published: 10 October 2011

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	7	Councillor John Bevan (Chair) Phil Harris Jeanelle De Gruchy Lisa Redfern X3 TBC
	Mental Health Trust	1	Lee Bojtor
Voluntary and Community Sector	Community Link Forum	3	Dana Abbas Tim Fallon Gloria Saffrey
	HAVCO	1	Pamela Pemberton
Housing	Family Mosaic	1	Yvonne Arrowsmith
	Metropolitan Housing Trust	1	Neil Mawson
	Circle Anglia	1	Jeff Baker
	Innesfree	1	Clare Winstanley
	Sanctuary Housing	1	Stephanie Killer
	Homes for Haringey	1	Paul Bridge
	Newlon Housing Trust	1	Sunita Parbhaker
Total		19	

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**MINUTES OF THE INTEGRATED HOUSING BOARD (HSP)
MONDAY, 25 JULY 2011**

Present: Councillor John Bevan (Chair), Dana Abbas, Phil Harris, Gloria Saffrey, Jacinta Walters, Matthew Wickes.

In Attendance: Xanthe Barker, Paul Dowling, Rosie Green, Martin Groombridge, Nick Powell, Jessica Sherlock.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP222.	APOLOGIES Apologies for absence were received from the following: Paul Bridge - Jacinta Walters substituted Lyn Garner Jeanelle de Gruchy Sunita Parbhaker Lisa Redfern Steve Thompson Clare Winstanley - Matthew Wickes substituted	
HSP223.	URGENT BUSINESS There were no items of Urgent Business.	
HSP224.	DECLARATIONS OF INTEREST There were no declarations of interest made.	
HSP225.	MINUTES Prior to confirmation of the minutes the following update was provided: <u>HSP 216: Rethinking Haringey – Implications for Strategic and Community Housing</u> A chart setting out the new structure of the Strategic Housing Service was circulated to Members of the Board. RESOLVED: That the minutes of the meeting held on 5 April 2011 be confirmed as a correct record.	Nick Powell
HSP226.	APPOINTMENT OF CHAIR/ VICE-CHAIR/ REPRESENTATIVE TO THE HSP STANDING LEADERSHIP CONFERENCE FOR 2011/12 The Chair advised that a review of partnership arrangements was currently being undertaken and whilst no decision had been made with respect to this at present the format of the Board may be subject to	

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	<p>change.</p> <p>RESOLVED:</p> <p>That the current Chair, Vice-Chair and representative to the HSP Standing Leadership Conference, should remain in place pending the review of partnership arrangements in Haringey (an update would be provided at the next meeting).</p>	All to note
<p>HSP227.</p>	<p>HARINGEY LOCAL CARBON FRAMEWORKS PILOT</p> <p>A presentation was given on the Local Carbon Frameworks Pilot (attached at Appendix 2).</p> <p><u>40:20 Initiative</u></p> <p>Haringey had committed to reducing its carbon emissions by 40% by 2020. In order to achieve this goal a Carbon Management Plan for the Council's corporate property had been formed.</p> <p>A 'Carbon Commission' had also been established, which was comprised of independent experts; this group would make a series of recommendations to Council in January 2012 on how to take the work forward.</p> <p>As of 2012 money to help adapt properties to make them more energy efficient and to assist people affected by fuel poverty would become available via the Green Deal and ECO subsidies. Along with five other north London Boroughs Haringey was preparing a technical analysis of its housing stock and a draft business plan for the Green Deal.</p> <p>Partner organisations and local businesses were being drawn together to look at how they could contribute to the Council's 40:20 commitment.</p> <p>In conclusion the Board was advised that the Carbon Commission and Action Plan would be completed by early 2012 and members of the Board were invited to contact Jessica Sherlock, Policy and Project Manager, Carbon Management and Sustainability, at jessica.sherlock@haringey.gov.uk to obtain further information.</p> <p>It was noted that the Council had previously undertaken a major study of how energy was used across the Borough and that this may provide a better overall picture of energy use by different housing types than contacting individual Housing Associations.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	All to note
<p>HSP228.</p>	<p>CREDIT UNION</p> <p>A presentation was given by Martin Groombridge, Manager of the</p>	

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Haringey, Islington and City Credit Union.

The Credit Union had originally been established for employees of Islington Council and was initially extended to members of the public living, working or studying in Islington and then to the City of London and more recently to Haringey. It had grown from two hundred members to over two and a half thousand members since its formation in 1997.

The Board was advised that there was a common misconception that Credit Unions existed solely for people on low incomes or a poor credit history that were unable to obtain credit from other sources. This was not the case; the Credit Union provided an alternative to traditional banks and building societies and was used by a wide range of people to save and borrow money.

Credit Unions were commonly used in other countries and they operated as cooperatives with members effectively being shareholders. Unlike banks and building societies the cooperative determined its own rules with respect to borrowing and lending and did not impose punitive penalties for late payment thereby helping to prevent its members from entering into a pattern of unaffordable debt.

One of the Credit Unions primary objectives was to help people avoid the high APR rates charged by 'doorstep lenders' and 'pay day' loans. It was noted that this type of borrowing was rife amongst communities where people were predominantly on low wages or in receipt of Benefits.

The Credit Union also assisted people to get into the habit of saving rather than borrowing money and required its borrowers to save a certain amount each week or month. In this way members would eventually be able to draw on their own savings when they needed additional finance. The Credit Union also helped people develop the budgetary and financial skills that would enable them to make more informed financial choices.

The Board was advised that one of the most effective ways of encouraging people to join the Credit Union was through personal recommendation and therefore members of Council staff that were members of the scheme were well placed to promote its merits to those who might benefit the most from it.

It was noted that although the Credit Union operated in a socially responsible way it was a profitable organisation that paid its shareholders approximately 1% in interest.

Following the presentation the Board put questions to Mr Groombridge and discussed how the Credit Union could be promoted amongst Council employees and residents.

The Chair noted that Homes for Haringey's Chief Executive had been asked to consider how it could encourage its clients to join the Credit Union.

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	<p>In response to a query as to why people opted to use 'door step' lenders and other expensive forms of credit the Board was advised that this was often due to the convenience that they offered. This could also be attributed to a lack of awareness and understanding of how APR worked and the amount of interest that would actually be charged for borrowing.</p> <p>In conclusion Mr Groombridge requested that the Council and its partners publicised the Credit Union and encouraged its staff to join and noted that this would have the greatest impact in terms of positive publicity.</p> <p>The Chair thanked Mr Groombridge for his presentation.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	All to note
HSP229.	<p>DRAFT HOMELESSNESS STRATEGY 2011-2014</p> <p>The Board received a report seeking agreement for the draft Homelessness Strategy to be published for consultation for a three month period commencing on 1 August 2011.</p> <p>It was noted that the Homelessness strategy was a statutory document and that the draft document built upon the previous version reflecting the major changes that had occurred over the last year. These included reform to the Benefits system and changes to housing policy introduced by the new Government.</p> <p>The key priorities outlined in the draft strategy were:</p> <ul style="list-style-type: none"> ➤ Prevention of homelessness and sustaining tenancies ➤ Mitigation of the negative impact of reforms to the Benefits system ➤ Partnership working ➤ Maximising the supply of housing ➤ Improving the life chances of homeless people <p>The Board was advised that there had been a deliberate emphasis placed on addressing the negative impact that changes made to the Benefit system and in Government policy with respect to social housing would have with respect to homelessness.</p> <p>It was noted that partnership involvement was critical to the delivery of the strategy and that input from partners during the consultation period would be important in shaping it. There was agreement that the partner organisations present should assist in encouraging their colleagues to respond to the consultation exercise. It was suggested that each of the Housing Association that sat on the Board should facilitate one of the proposed workshops.</p> <p>The Board was advised that there had been a concerted effort to</p>	Housing Association Representatives

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	<p>minimise the impact that preventative measures in place and this included establishing, in junction with neighbouring Local Authorities, policies to stop inner London Boroughs placing homeless families in Haringey and other outer London Boroughs.</p> <p>The Chair underlined the importance of partners engaging with the consultation process and there was agreement that the RSL representatives present should encourage colleagues to respond this.</p> <p>RESOLVED:</p> <p>That the draft Homelessness Strategy should be approved for consultation.</p>	Phil Harris / Rosie Green
<p>HSP230.</p>	<p>TACKLING TENANCY FRAUD</p> <p>The Board received a verbal update with respect to the work being undertaken by the Council to detect tenancy fraud.</p> <p>A dedicated Tenancy Fraud team had been established within the Council's Internal Audit team and this provided training to Homes for Haringey staff on the detection of tenancy fraud. A plan was also being developed to better pin point areas of abuse.</p> <p>It was noted that the Council had written to local Housing Associations inviting them to attend a meeting with the Chief Executive of Homes for Haringey, Phil Harris and the Tenancy Fraud team in order to look at how the support in place could be developed.</p> <p>The Board was advised that local Housing Associations were already working effectively with Enfield's Tenancy Fraud team and it was indicated that they would be keen to develop a similar relationship with Haringey.</p> <p>It was noted that one form of tenancy fraud occurred when people did not declare assets that they held in other countries and that this was difficult to investigate. It was suggested that the team should look at whether it would be possible to work with embassies or other groups to investigate this type of fraud.</p> <p>RESOLVED:</p> <p>That the verbal update provided be noted.</p>	Phil Harris
<p>HSP231.</p>	<p>PERFORMANCE - QUARTER 4 2010/11</p> <p>The Board received a report that set out performance during quarter four of 2010/11.</p> <p>As the requirement to measure performance against former Local Area Agreement targets came to an end at the fourth quarter of 2010/11 the Committee would need to consider how it would monitor performance</p>	

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	<p>moving forward.</p> <p>It was noted that national targets with respect to the Decent Homes programme had been revised and officers advised that they would check with colleagues from the Council's performance that this had been picked up.</p> <p>There was discussion with regard to the monitoring of fuel poverty and it was noted that a survey had previously collected data with regard to this was no longer undertaken. It was suggested that an alternative measure should be formed based on the number of people assisted out of fuel poverty.</p> <p>It was noted that the target with respect to the number of people living in Temporary Accommodation (TA) had not been met; although this was disappointing the number of people in living in TA had continued to fall at a consistent rate.</p> <p>The Board was reminded that the current partnership structure was being reviewed. As part of this a piece of work had been commissioned by the HSP Executive to consider how partnership working might operate in the future in the context of less resources, the abolition of the Local Area Agreement and Area Based Grant funding. It was likely that there would be a significant reduction in the number of Theme Boards in place and therefore the Board would need to consider how certain elements of its work might continue in a different format and what should be retained moving forward.</p> <p>There was agreement that a report should be submitted to the next meeting setting out options around this.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the report be noted. ii. That a report should be submitted to the next meeting of the Board setting out how work undertaken by the IHB might be taken forward under a streamlined partnership structure. 	<p>Paul Dowling</p> <p>Paul Dowling</p> <p>All to note</p> <p>Phil Harris / Rosie Green</p>
<p>HSP232.</p>	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items of Urgent Business.</p>	
<p>HSP233.</p>	<p>ANY OTHER BUSINESS</p> <p>The Chair noted that apologies had been received from Sunita Parbhaker and Steve Thompson; however, he expressed his disappointment at the overall poor attendance from the Housing Associations. He noted that good attendance at the next meeting would be important in order inform discussion around the future of the Board.</p>	<p>All to note</p>
<p>HSP234.</p>	<p>DATES OF FUTURE MEETINGS</p>	

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	<p>The dates of future meetings, as set out below, were noted:</p> <ul style="list-style-type: none">➤ 6.30pm, 18 October 2011➤ 6.30pm, 19 December 2011➤ 6.30pm, 20 March 2012	<p>All to note</p>
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The meeting closed at 8.25pm.

COUNCILLOR JOHN BEVAN

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Chair

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Meeting: Integrated Housing Board

Date: 18 October 2011

Report Title: Review of Partnership Arrangements

Report of: Stuart Young, Assistant Chief Executive

Purpose

This report presents the findings of the Haringey partnership review and the recommendations for the way forward.

Summary

In April the council commissioned Shared Intelligence to carry out a review of its partnership arrangements. The review recommends a more streamlined approach to partnership working and engagement.

The report recommended that:

- The core partners should meet with Haringey Council's Cabinet and Chief Executive Management Board every six weeks and that this will constitute the core partnership group;
- Cabinet portfolio holders should have lead responsibility for political liaison with key partners;
- Initially the only standing partnership bodies should be the shadow Health and Wellbeing Board (sHWB) and a reconstituted Community Safety Board;
- The council should adopt a commissioning approach to the funding of voluntary sector infrastructure support in Haringey;
- Area committees and Haringey Debate council meetings should form the key elements of the more inclusive dimension of partnership working;
- The network of partnerships that currently sit below the thematic boards should be reviewed and streamlined;
- The shadow Health and Wellbeing Board should develop its role in relation to safeguarding and discharging the other functions of the current Children's Trust;
- Continuing attention should be paid to the culture of partnership working.

The summary of the Haringey Partnership Review is attached below, together with a position statement from the Leader of Haringey Council

Recommendations

Outgoing Theme Boards should identify key actions and areas of work within their remit which may not be addressed in the new arrangements. These may

be picked up by task and finish groups or as part of partners core business.

For more information contact:

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Haringey Partnership Review

Summary of recommendations

The report recommends that:

- The core partners should meet with Haringey Council's Cabinet and Corporate Management Team every six weeks and this will constitute the core partnership group;
- Cabinet portfolio holders should have lead responsibility for political liaison with key partners;
- Initially the only standing partnership bodies should be the shadow Health and Wellbeing Board and a reconstituted Community Safety Board;
- The council should adopt a commissioning approach to the funding of voluntary sector infrastructure support in Haringey;
- Area committees and Haringey Debate council meetings should form the key elements of the more inclusive dimension of partnership working;
- The network of partnerships that currently sit below the thematic boards should be reviewed and streamlined;
- The Shadow Health and Wellbeing Board should develop its role in relation to safeguarding and discharging the other functions of the current Children's Trust;
- Continuing attention should be paid to the culture of partnership working.

Introduction

Haringey Council commissioned Shared Intelligence to carry out a review of its partnership arrangements. This report sets out the review findings and recommendations for future partnership working in Haringey.

Approach and methodology

The starting point for the review was exploring:

- Which people and organisations the key local leaders in Haringey need to work with in order to fulfil their respective roles effectively;
- What inter-agency collaboration is necessary to deliver Haringey's strategic priorities;
- What partnership infrastructure is needed to support that dialogue and collaboration.

In pursuing this approach the following was undertaken:

- key senior officials in partner organisations were interviewed plus Chairs of the executive boards and the Leader and Chief Executive of the Council;
- Observed meetings of the Shadow Health and Well-being Board and the Safer Communities Executive Board;

- Held facilitated discussions with the HSP Executive and Standing Conference.

Findings

There are widely shared views that:

- Dialogue and collaboration between the key agencies in Haringey is more important than ever, particularly in light of the budget reductions;
- Formal infrastructure is needed to support this dialogue and collaboration;
- A “core group” that needs to be engaged should comprise of the Council, the Police, the health service, Jobcentre Plus. Other partners would be asked to attend the core group as and when required;
- The current partnership arrangements are no longer fit for purpose. There are too many boards and sub-groups. Too many meetings rubber stamping decisions taken elsewhere. Concerns that most business is done outside formal partnership settings.
- Whilst the current structure provides a framework for informal contact, it has not created a culture in which there is sufficient communication and data-sharing.
- Senior officers from some partner organisations question the leadership role of politicians in some partnership groups.
- The voluntary and community sector has an important contribution to make and should be a key partner, but that we need to review how they are represented.
- Developing tighter links with the Area Committees and Area Forums is important.
- There is an absence of an effective business voice in Haringey.

Policy context

A number of government policies need to be taken into account in considering the future of partnership in Haringey. The most significant is the proposed establishment of Health and Wellbeing Boards. Haringey has already established a shadow board.

The Government has also indicated that it intends to legislate to put the safeguarding of vulnerable adults on the same footing as Local Children’s Safeguarding Boards. It also intends to remove the requirement on councils to establish Crime and Disorder Reduction Partnerships.

Principles for a new approach to partnership working

It is recommended that a number of principles should underpin the new approach to partnership working in Haringey. The principles have been shaped in the light of the findings set out above.

The principles are that:

1. Partnership working becomes “the way we do things round here” with the minimum infrastructure necessary to marshal the resources of partner agencies.
2. Partnership working becomes an integral part of “mainstream” activity and:
 - a. Enables Cabinet members to provide a political steer and formal authorisation;

- b. A core group of partners to agree a strategic direction and to commission (and de-commission) partnership activity;
 - c. Use task and finish groups and ad hoc workshops wherever possible, with a minimum number of standing boards;
3. Arrangements are put in place to secure wider involvement in setting and reviewing the priorities for Haringey and, where relevant and appropriate, in partnership working.
 4. Robust governance arrangements are put in place for effective joint working in relation to vulnerable adults and children's safeguarding, crime and disorder and emergency planning.

Recommendations

1. The core partners should meet with Haringey Council's Cabinet and Corporate Management Team every six weeks to constitute the core partnership group

This meeting will provide an opportunity for a collective discussion of the key issues facing Haringey involving Haringey's political and managerial leadership and the core partners. It enables a collective political steer to be given and provides a forum for key partners to contribute to the development and implementation of priorities for the borough.

This proposal builds on the current role of CAB meetings in Haringey which bring together the council's political and managerial leadership. It is important however these are not treated simply as "extended CAB" meetings, but develop a role and way of working of their own.

This group will provide the strategic direction for and receive updates from any standing partnership bodies such as the Health and Well-being Board and would commission task and finish group to pursue agreed priority areas.

The organisations which will be represented at these meetings are: health, police, and Job Centre Plus. Other partners will be invited as required. This Group should take place every six weeks, bi-monthly at the least. Care must be taken with planning the agendas of these meetings to ensure a partnership focus.

2. Cabinet portfolio holders should have lead responsibility for political liaison with key partners

This proposal builds on the contacts many Cabinet members already have with key individuals in partner organisations and the value they place on their regular one-to-ones with senior officers. An explicit partnership role would complement Cabinet members' existing responsibilities. For example, lead partner officials being invited when appropriate to the member's 1-to-1 meetings with their lead officer(s). Other cabinet members would be encouraged to use the lead members as the initial conduit through which issues can be raised with partners.

3. Initially the only standing partnership bodies should be the shadow Health and Wellbeing Board and a reconstituted Community Safety Board

The shadow Health & Wellbeing Board and Community Safety Board should be in place at the outset. This will allow the following:

- The Wider Leadership Group would be able to consider on their merits any proposals to establish additional standing partnerships. This will only be where an adhoc group is not appropriate.
- More experience to be gained with the operation of the shadow Health and Wellbeing Board.

The importance of crime and community safety issues in Haringey warrant the retention of a reconstituted Community Safety Partnership. This group will have a significant operational role and we therefore recommend that the Cabinet member with this portfolio holder should be a member of the board, but in a constructive challenge role rather than as chair. It may be appropriate for this group to provide the governance arrangements for the MASH project.

4. The council should build on its recently approved voluntary sector strategy and adopt a commissioning approach to the funding of voluntary sector infrastructure support in Haringey

The presence of an effective voice for the voluntary and community sector in the proposed new arrangements is extremely important. The majority of people spoken to are not confident that the current arrangements are capable of securing that input. As with other areas, Haringey is implementing a commissioning approach to its relationship with the sector and we recommend that it should adopt a similar approach to the funding of voluntary sector infrastructure.

5. A number of steps should be taken to secure a more inclusive contribution to partnership working in the borough

Haringey Council's recent governance review recommended that 3 of the 5 council meetings each year should take the form of "Haringey Debates". These could be used as the main vehicle for securing a wider contribution to partnership working. For example:

- One of those meetings could take the form of an annual "state of the borough" debate to review and refresh the priorities for the borough as a whole;
- The other two meetings could be used to focus on the review or development of particular strategies, such as the Greenest Borough strategy.

The Area Committees could also play a useful role in securing a wider and bottom-up input to partnership working.

Area Committees may identify issues involving partner organisations which cannot be resolved at a local level. It is envisaged that the relevant Area Committee chair would raise the topic in the Overview and Scrutiny Committee (which is now comprised of all the Area Committee chairs) with a view to the topic being:

- Referred to the relevant portfolio holder;
- Forming the topic for a scrutiny review; or
- Being referred to the Wider Leadership Group.

6. The network of partnerships that currently sits “below” the Executive Boards should be reviewed, in a way which balances the need for a slimmer structure with the importance of collaboration and joint working

It is understood that the Shadow Health Board Executive sees as one of its tasks undertaking a review of the large number of health-related partnerships. This would be beneficial and lessons learnt from this will inform a wider review of working partnership structures across the borough. This review should be completed by the end of December 2011.

7. The Shadow Health and Wellbeing Board should develop proposals for its role in relation to safeguarding and discharging the other functions of the current Children’s Trust.

This recommendation reflects:

- The lack of clarity nationally about the relationship between Health and Wellbeing Boards and Local Safeguarding Children Boards;
- The likelihood that councils will be required to establish Local Safeguarding Adults Boards;
- The need to review to what extent and how the shadow board should take on functions currently discharged by the Children’s Trust.

8. Attention should be paid to the culture of partnership working in Haringey.

The effectiveness of partnership working hinges far more on culture and ways of working than structures. This is particularly so in a borough such as Haringey. The recommendations in this review are intended to create the conditions in which a culture of partnership working develops further.

It is recommended that there is a review after 3 and 6 months of implementation of the new way of working.

Appendix 1

Haringey Strategic Partnership Position Statement August 2011

Partnership working is essential to make sure that we achieve the best possible outcomes for everyone who lives or works in Haringey. Given the challenges brought about by the current economic climate and the introduction of government policies that will change how local services are delivered, it is timely that the partnership arrangements are reviewed so that they reflect these new ways of working. The recent disturbances have made a review of partnership working even more crucial.

Haringey Council commissioned a wide ranging independent review which has now concluded and makes the following headline recommendations:

1. There should be a core partnership group that meets every six weeks. This will provide Haringey's political and managerial leadership the forum to discuss the key issues facing Haringey to ensure a collaborative approach.
2. The only standing partnership bodies will be the shadow Health and Wellbeing Board and a reconstituted Community Safety Board.
3. Task and finish groups will be commissioned to undertake specific pieces of work to deliver partnership objectives.

The attached summary report details the recommendations.

It is intended that the autumn round of theme boards will meet to be briefed about the review, identify key pieces of work that will need to be completed by the task and finish group approach, and plan for the implementation of the review.

Given the reduced resources that affect all partner organisations, I believe this new approach gives us the opportunity to create the conditions in which partnership working becomes the norm, with the minimum infrastructure necessary that will allow partners to support the delivery of our shared priorities.

Cllr Claire Kober, Leader of Haringey Council
Chair of Haringey Strategic Partnership

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