



haringey strategic partnership

haringey's local strategic partnership board

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NOTICE OF MEETING

HARINGEY STRATEGIC PARTNERSHIP BOARD

TUESDAY 20 JUNE 2006 AT 18.00hrs

CIVIC CENTRE, HIGH ROAD, WOOD GREEN, LONDON, N22

Refreshments will be available

MEMBERS: Please see attached table for list of members

AGENDA

1. **ELECTION OF CHAIR AND VICE-CHAIR:** To elect a Chair and Vice-Chair of the HSP for the municipal year 2006/7.
2. **APOLOGIES AND INTRODUCTIONS**
3. **URGENT BUSINESS:** The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at Item 15 below).
4. **DECLARATIONS OF INTEREST:** Members must declare any personal and/or pecuniary interests with respect to agenda items and must not take part in any decision required with respect to these items.
5. **MINUTES:** To approve the minutes of the Haringey Strategic Partnership meeting held on 27 March 2006 (attached).
6. **TERMS OF REFERENCE AND GOVERNANCE ARRANGEMENTS:** The Partnership will be asked to affirm the terms of reference and Membership for 2006/7 (attached) and to review the draft Governance Handbook (to be tabled at meeting).
7. **HSP ANNUAL SELF-ASSESSMENT OF PERFORMANCE 2005/6 and IMPROVEMENT PLANNING FOR 2006/7:** The HSP is required to submit a self-assessment in line with Government Office for London and NRU requirements for local strategic partnerships in receipt of NRF (report attached).
8. **REVIEW OF THE HSP:** The Partnership is asked to consider a review of the HSP in its current form and to agree a way forward.

9. **NEIGHBOURHOOD RENEWAL FUND UPDATE** (attached)
10. **DEVELOPMENT OF THE COMMUNITY STRATEGY:** An update report (attached)
11. **LOCAL AREA AGREEMENT (LAA):** An update report (attached)
12. **THEME BOARDS UPDATES:** The Partnership will receive the minutes (if available) and a written update of its five theme boards:
- Better Places Partnership (attached)
 - Haringey Well-Being Partnership Board (to follow)
 - Children and Young People's Strategic Partnership Board (to follow)
 - Enterprise Partnership Board (to follow)
 - Safer Communities Executive Board (to follow)
13. **ANY OTHER BUSINESS:**
14. **DATES OF NEXT MEETINGS:** Proposed dates to be confirmed by the Partnership.
- 16 October 2006, 6pm
 - 20 December 2006, 6pm
 - 22 March 2006, 6pm
15. **ITEMS OF URGENT BUSINESS:** To consider any new items admitted under Item 2 above.
16. **FUTURE AGENDA ITEMS:** Partners should submit proposed agenda items for the next meeting to Nicolas Mattis no later than 14 September 2006.

DR ITA O'DONOVAN
Chief Executive
London Borough of Haringey
River Park House
225 High Road
Wood Green
LONDON N22 4QH

NICOLAS MATTIS
Principal Support Officer (Council)
Tel: 020 8489 2916
Tel: 020 8489 2660
nicolas.mattis@haringey.gov.uk

12 June 2006

HSP MEMBERSHIP

NOTE: The representation of the HSP in respect of the number of seats each organisation has is indicated in this list in the first column by the number of times each agency is listed for that particular agency.
NOTE: Please inform the Committee Clerk if the name and/or contact details of a representative changes for any reason.

AGENCY	REPRESENTATIVE
CORE/KEY AGENCIES	
Haringey Council	Cllr. George Meehan Leader of the Council
Haringey Council	Dr Ita O'Donovan Chief Executive, Haringey Council
Haringey Teaching Primary Care Trust	Richard Sumray Chairman, Haringey Teaching Primary Care Trust
Haringey Teaching Primary Care Trust	Tracey Baldwin Chief Executive, Haringey Teaching Primary Care Trust
Job Centre Plus	Pat Mason
Learning & Skills Council (London North)	Tbc as of 15 May 2006
Metropolitan Police	Simon O'Brien Police Borough Commander
Middlesex University	Prof. Norman Revell Pro Vice-Chancellor and Director of Development
College of North East London (CoNEL)	Paul Head Principal, CoNEL
Registered Social Landlord	Neil Mawson Role Title: requested info/awaiting
Arms Length Management Organisation (ALMO)	Tbc

COMMUNITY & VOLUNTARY SECTORS	
New Deal for Communities (NDC)	Symon Sentaine/ Lorne Horsford
Haringey Council (Councillor)	Cllr. Nilgun Canver Executive Member for Crime and Community Safety
Haringey Council (Councillor)	Cllr. Isidoros Diakides Executive Member for Housing
Haringey Council (Councillor)	Cllr. Lorna Reith Executive Member for Community Involvement
Faith Groups	Pastor Nims Obunge Chief Executive
Race Equality Joint Consultative Committee (REJCC)	George Martin
Haringey Community Empowerment Network (HarCEN)	Faiza Rizvi
Haringey Community Empowerment Network (HarCEN)	Mohammed Elmi
Haringey Community Empowerment Network (HarCEN)	Lauritz Hansen-Bay
Haringey Association of Voluntary and Community Organisations (HAVCO)	Markos Chrysostomou
Haringey Association of Voluntary and Community Organisations (HAVCO)	John Egbo
Haringey Association of Voluntary and Community Organisations (HAVCO)	Dixie-Ann Joseph Chair of HAVCO
Youth	Tbc

HSP THEMATIC BOARDS	
Children and Young People's Strategic Partnership Board (CYPSPB)	Tbc
Safer Communities Executive Board (SCEB)	Tbc
Enterprise Board	Tbc
Better Places Partnership (BPP)	Tbc
Haringey Well-Being Partnership Board (HWBPB)	Tbc
MPs and GLA	
Member of Parliament	David Lammy, MP Member of Parliament for Tottenham
Member of Parliament	Lynne Featherstone, MP Member of Parliament for Hornsey and Wood Green
Member of the Greater London Authority	Joanne McCartney, AM Greater London Authority Member for Haringey and Enfield

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HARINGEY STRATEGIC PARTNERSHIP BOARD

MONDAY 27 MARCH 2006 at 18:00hrs

CIVIC CENTRE, HIGH ROAD, WOOD GREEN, LONDON N22

MINUTES

PLEASE SEE APPENDIX ONE OF THE MINUTES FOR A LIST OF THOSE MEMBERS PRESENT AT THE MEETING.

1. APOLOGIES (Agenda Item 1):

Haringey Council (Councillors)	Cllr Harry Lister Executive Member for Enterprise and Regeneration
Job Centre Plus	Pat Mason
Middlesex University	Prof. Norman Revell Pro Vice-Chancellor and Director of Development
Safer Communities Executive Board (SCEB)	Enid Ledgister SCEB representative to the HSP
Haringey Well-Being Partnership Board (HWBPB)	Cllr Kate Wynne HWBPB representative to the HSP
Member of Parliament	David Lammy, MP Member of Parliament for Tottenham
Member of Parliament	Lynne Featherstone, MP Member of Parliament for Hornsey and Wood Green
Member of the Greater London Authority	Joanne McCartney, AM Greater London Authority Member for Haringey and Enfield
Haringey Teaching Primary Care Trust	Tracey Baldwin Chief Executive, Haringey Teaching Primary Care Trust <i>(Presented by Ann-Marie Connolly)</i>
Learning & Skills Council (London North)	Lindsey Bates Executive Director <i>(Represented by Mary Vine-Morris)</i>
Metropolitan Police	Simon O'Brien Police Borough Commander <i>(Represented by Gerry Leitch)</i>

2. URGENT BUSINESS (Agenda Item 2):

None

3. DECLARATION OF INTERESTS (Agenda Item 3):

None

4. MINUTES (Agenda Item 4):

RESOLVED:

That the minutes of the last meeting of the HSP on 30 January 2006 be agreed and signed by the Chair subject to the Council's membership on the Board being amended.

5. MATTERS ARISING FROM MINUTES (Agenda Item 5):

There were no matters arising.

6. NEIGHBOURHOOD RENEWAL FUND UPDATES (Agenda Item 6):

The Report was introduced to the Board which outlined new projects that would receive NRF funding under the 2006/7 programme. There was a discussion amongst partners over the Top Slice of the NRF funding which would be allocated to neighbourhood management and capacity building. The Board heard that the breakdown of the Top Slice had been reached with guidance from the Council and that a review of allocations would reveal how the funds have supported partner agencies. It was established that partners would be fully engaged in the process of deciding to the details of how the Top Slice is allocated.

RESOLVED:

The HSP agreed

- (i) the NRF programme for 2006/7, as set out in Appendix A of the Report, and
- (ii) the allocation of the balance of the Top Slice.

7. LEARNING AND SKILLS COUNCIL (LSC) PRESENTATION (Agenda Item 7):

The Board was given a presentation by the LSC which outlined its London Learning and Skills Plan and some of the broad targets the LSC have in raising learning achievements for young people and adults in an effort to tackle a perceived skills gap within London. During a lengthy discussion about the presentation and the issues raised by it, the Board heard that the LSC give more detail on the top-ten targets it is working towards, and that the LSC would welcome the chance to take part in a Council led Scrutiny Review. The Board were informed that in partnership with the College of North East London (CoNEL), the LSC were able to offer a range of creative and innovative providers that attract a range of community groups, including black Caribbean boys who had been identified as requiring particular attention in terms of raising achievements. The Board heard that although there were issues relating to budgetary challenges within the learning and skills sector, this would not affect the

priority areas within the Learning and Skills Plan. However, funding for other areas would only be achieved through partnership working.

There were concerns raised during the discussion relating to securing provisions of skills trainings, ensuring that that LSC is focussed to local issues, and recognising that other working class groups require attention in terms of skills achievements. In response to these concerns, it was established that a robust monitoring system has enabled the LSC to ascertain what the priorities are in terms of funding, and where other funding will come from in order to ensure that gaps in skills are exposed and dealt with effectively. In respect of ensuring that the LSC is focussed, the concerns had been raised as a result of a re-organisation of the LSC which had caused some tensions. However, the Board were assured that a local focus was desirable and that future activity will be to settle these tensions. Evidence of this is that the new structure of the LSC was locally focussed by the use of local intelligence which would be fed back to the Board at its future meetings. It was agreed that attention on other working class groups such as Turkish and Somali boys was also an area of focus for the LSC.

RESOLVED:

The HSP agreed

- (i) that the presentation be noted
- (ii) that the LSC, in conjunction with the CoNEL, be the subject of a Council Scrutiny Review
- (iii) That the LSC targets and deliver channels, and CoNEL Haringey ward based statistics and targets be reported to the HSP at its June 2006 meeting.

8. COMMUNITY STRATEGY (Agenda Item 8):

The Board were informed that the Council would be renewing its Community Strategy for ratification from 2007. A Report outlining the background, and the role of the HSP in developing and delivering the next Community Strategy was summarily discussed. It was established that a Council-led officer working group would be set-up and extended to partners to be engaged and that formal consultation was planned. There were some concerns raised over the ownership of the new Community Strategy and it was stated that its strength would be based on robust community engagement. The Board was informed that a workshop to engage on the agenda side of the Community Strategy would ensure ownership and that the officer working group would start the process of integration and partnership working. The governance of the Strategy would be shared and therefore all input would be welcomed in a planned and controlled environment resourced by the Council. Final ratification of the Community Strategy would lie with the Council. Partners largely agreed with this approach and pledged to engage in the process of developing the Strategy. The Board was informed that NRF monies could be used to finance certain development costs and that although some funds could also come from CoNEL, the starting point in the development of the new Strategy (brain-storming) needed wider input, in order to pave the way for continued shared vision and direction.

RESOVLED:

The HSP agreed to

- (i) provide comments on the Report to the Council's Policy and Partnerships Team, and
- (ii) support the overall direction and indicative project plan.

9. SAFER STRONGER COMMUNITES FUND (SSCF) AGREEMENT AND LOCAL AREA AGREEMENT (LAA) UPDATE (Agenda Item 9):

The Board was asked to comment on the SSCF agreement due for submission to Government Officer for London (GOL), a summary of which was outlined in the Report that the Board received. The Board briefly discussed the four elements to the SSCF agreement that would form the basis for the further development and performance management of the SSCF over the coming year. The Board were also informed that the support of the HSP and the relevant thematic partnership boards was important to the development of the Local Area Agreement.

RESOVLED:

The HSP agreed to:

- (i) comment on the SSCF as a whole and in particular the four elements and the proposed freedoms and flexibilities
- (ii) the draft SSCF agreement subject to any comments
- (iii) comment on the draft statement of community engagement
- (iv) note that a meeting to negotiate the SSCF with GOL will take place on 29 March with key partners
- (v) that the final SSCF is signed off by the Chair of the HSP and reported back to the next meeting of the HSP
- (vi) consider the development of key targets particularly on neighbourhood working, community engagement and worklessness outcomes.

10. COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA) AND JOINT AREA REVIEW (JAR) UPDATE (Agenda Item 10):

The Board was informed of its role during the forthcoming CPA/JAR inspections in June 2006. The Board heard that the Children's Service would be approaching partners to participate in the Neighbourhood Study for the JAR, which enables inspectors to assess how local services contribute to, and work together, to improve outcomes for children and young people. This would take place shortly after 3 April 2006.

RESOLVED:

The HSP agreed to:

- (i) note the requirements and arrangements for the CPA and the JAR which will take place at the same time.

11. THEME BOARDS UPDATES (Agenda Item 11):

The Board had received written updates from the Better Places Partnership, the Haringey Well-Being Partnership Board, the Children and young people's Strategic Partnership Board, the Enterprise Board, and the Safer Communities Executive Board.

RESOLVED:

The HSP agreed to:

- (i) note the updates in order to ensure that the thematic partnership boards are open and transparent.

12. ANY OTHER BUSINESS (Agenda Item 12):

AOB/Agenda Item 12a:

RESPONSE TO ODPM CONSULTATION ON LOCAL STRATEGIC PARTNERSHIPS:

RESOLVED:

The HSP agreed to:

- (i) note the responses that will be submitted as part of the ODPM Consultation.

AOB/Agenda Item 12b:

The Haringey Teaching Primary Care Trust raised the issue of the benefit of achieving a consistent approach to budgeting amongst the HSP partners and called for a three-year budgeting. The Board heard that it would be necessary to make a strong case through LAAs.

AOB/Agenda Item 12c:

The Haringey Peace Alliance will be involved in a Leadership Breakfast to focus on health care issues on 12 May 2006. The Council will be represented by its Chief Executive, and partners will be informed of the outcome of the event.

13. DATES OF NEXT MEETINGS (Agenda Item 13):

The date of the next HSP meeting was confirmed as 6pm, Tuesday 20 June 2006pm (venue tbc).

The Council's Committee Secretariat will be informing partners of the future dates for the HSP and all of its thematic partnership boards in due course.

14. ITEMS OF URGENT BUSINESS (Agenda Item 14):

None.

The Chair expressed his thanks to all partners and their representatives for their contributions to the HSP. The Board also thanked Gill Hawkins, Joint Head of Partnerships, Haringey Teaching Primary Care Trust and Haringey Council who will be leaving her post in May 2006 and has made significant contributions to the Board.

The meeting ended at 19:55 hours.

FUTURE AGENDA ITEMS: Partners wishing to put forward items for a future agenda are asked to contact Nicolas Mattis, Principal Support Officer (Council) at nicolas.mattis@haringey.gov.uk

Councillor CHARLES ADJE
Chair, Haringey Strategic Partnership 2005/6

Date: _____

APPENDIX ONE

MEMBERS PRESENT AT THE MEETING

27 March 2006

AGENCY	REPRESENTATIVE
CORE/KEY AGENCIES	
Haringey Council	Cllr. Charles Adje Chair of the Haringey Strategic Partnership Leader of the Council
Haringey Council	Dr Ita O'Donovan Chief Executive, Haringey Council
Haringey Council (Councillors)	Cllr George Meehan Executive Member for Children's Services
Haringey Teaching Primary Care Trust	Richard Sumray Chairman, Haringey Teaching Primary Care Trust
Haringey Teaching Primary Care Trust	(ANN-MARIS CONNOLLY)
Learning & Skills Council (London North)	(MARY VINE-MORRIS)
Metropolitan Police	(GERRY LEITCH)
College of North East London (CoNEL)	Paul Head Principal, CoNEL
Registered Social Landlord	Neil Mawson Director, Metropolitan Housing Trust
New Deal for Communities (NDC)	Symon Sentaine/ Lorne Horsford
COMMUNITY & VOLUNTARY SECTORS	
Faith Groups	Pastor Nims Obunge Chief Executive, Haringey Peace Alliance
Race Equality Joint Consultative Committee (REJCC)	George Martin
Haringey Community Empowerment Network (HarCEN)	Faiza Rizvi
Haringey Community Empowerment Network (HarCEN)	Mohammed Elmi
Haringey Community Empowerment Network (HarCEN)	Lauritz Hansen-Bay

Haringey Association of Voluntary and Community Organisations (HAVCO)	Markos Chrysostomou
Haringey Association of Voluntary and Community Organisations (HAVCO)	John Egbo
Haringey Association of Voluntary and Community Organisations (HAVCO)	Dixie-Ann Joseph Chair of HAVCO
HSP THEMATIC BOARDS	
Children and Young People's Strategic Partnership Board (CYPSPB)	Sharon Shoemith CYPSPB representative to the HSP
Enterprise Board	Stanley Hui Enterprise representative to the HSP
Better Places Partnership (BPP)	Cllr Peter Hillman BPP representative to the HSP
MPs and GLA	
OBSERVERS	

Agenda item 6**Haringey Strategic Partnership – 20 June 2006****Subject: Terms of Reference and Governance Arrangements**

1. Purpose

- 1.1 To affirm the current governance arrangements (Terms of Reference and membership) and to present the first draft of the proposed governance handbook.

2. Summary

- 2.1 The Haringey Strategic Partnership adopted its Terms of Reference in March 2002. The changes made to the original terms of reference have only been made in line with operational and structural changes made to the HSP in its four years of operation. These terms of reference are attached.
- 2.2 The current membership of the HSP board totals 32. The allocations of seats per sector are detailed in the terms of reference attached. The HSP membership detailing representatives appointed to these seats is also attached.
- 2.3 Both the Audit Commission and the Government's consultation on the future of Local Strategic Partnerships emphasize the need for transparent and defined governance arrangements.
- 2.4 A governance handbook is designed to set out the strategic, decision-making and operational structures for the strategic partnership. It incorporates the terms of reference, which provides details of the operational structure of the partnership but also sets out the roles and responsibilities of members, the financial and legal management of the partnership and the consultation, engagement and communications process which are also being developed.
- 2.5 It is envisaged that the Governance Handbook in conjunction with the HSP's Performance Management Framework will provide a definitive guide to the Haringey Strategic Partnership, it aims, guiding principles, accountability mechanisms, performance and plans for the future.

3. Recommendations

- 3.1 To affirm the terms of reference and to agree that the structure should be used and is adopted by all theme boards for their specific terms of reference documents.
- 3.2 To make no changes to the HSP membership at this time
- 3.3 To provide feedback on the proposed governance handbook

4. Background Information

4.1 The HSP Governance handbook is being developed using a wide range of sources including;

- Operational arrangements previously agreed by the HSP
- Best practice from other Local Authorities
- The ODPM's (now the Departments for Communities and local Government) consultation on the Future of LSP's
- The ODPM's evaluation of LSP's, the Governance briefing note
- The Audit Commission's report, "Governing Partnerships; bridging the accountability gaps"
- Feedback from the HSP board meeting on 20th June 2006

4.2 The Audit Commission's report, "Governing Partnerships; bridging the accountability gaps" sets out twenty questions about the partnership that need to be addressed. The governance handbook is designed to address these questions.

Rationale

1. Why does the partnership exist?
2. What are its agreed aims?
3. Where have they been published

Added value

4. How does the partnership add value?
5. How do you demonstrate this added value to the public?
6. How do you know whether funds are being well spent?
7. How does the public know that the partnerships funds are being well spent?

Governance arrangements

8. How does the partnership's corporate governance arrangements link to those of individual partners?
9. How are decisions made?
10. How are they recorded?
11. Who makes sure that they are acted on?
12. Who scrutinises them?
13. To whom are they reported

Performance Management

14. How do you know which partnership targets you are meeting and which you are failing to meet?
15. Who manages and reports progress?

Financial management

16. Who provides the money?
17. Who decides how they spend it?
18. Can the money be reallocated?

Risk management

19. How do you resolve conflicts of interest?

Serving the public

20. How effectively does the partnership communicate with the public?

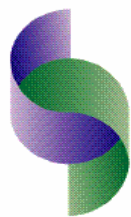
Extracted from *Governing partnerships; bridging the accountability gaps*; Audit Commission (October 2005)

5. Conclusions

- 5.1 The current Terms of Reference effectively set out the operational arrangements for the Haringey Strategic Partnership. The adoption of a Governance handbook will strengthen the “constitutional” arrangements for the partnership. Rather than producing an overly-bureaucratic rule-book for the Partnership the Governance Handbook has been designed to provide an open and transparent guide to the key questions surrounding effective partnership working.
- 5.2 Following the extensive changes to the HSP’s membership with the adoption of the new partnership theme boards last year, this year the priority should be consolidating these relationships and driving the partnership forward with the current membership.

Report of: David Hennings, Assistant Chief Executive, Haringey Council
Report Author: Natalie Errington, Policy and Partnerships Officer (HSP),
Haringey Council

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haringey strategic partnership

Terms of Reference

1. Introduction

- 1.1 Haringey Strategic Partnership was formally constituted in March 2002. Set out below are the principles and operational arrangements for how the partnership conducts its business.

2. Aims and guiding principles

- 2.1 The Haringey Strategic Partnership will:
- Seek to engage the diverse communities and interests that exist within Haringey within its work
 - Set a shared strategic framework to improve the quality of life for all who live, work and visit Haringey
 - Identify priorities for co-ordinated action with all key partners from the Public, Private, Voluntary and Community sectors
 - Interface with Government, regional and sub-regional bodies and partner organisations to maximise benefits to the borough.
 - Ensure that all partners have equal opportunity to express the views of their organisation or community of interest and that those views are given equal consideration
 - Coordinate the work of its thematic boards and local neighbourhood and renewal partnerships focusing on issues and services that cut across thematic, geographical and organisation boundaries

3. Core business

- 3.1 The Haringey Strategic Partnership will:
- Seek to develop an agreed vision for Haringey and plan of action working towards this vision.
 - Share information about the borough and local needs and best practice in planning and delivery of services
 - Work towards common Service Standards and a coordinated performance management framework
 - Monitor the progress of agreed actions and their impact against measurable baselines to assess the effectiveness of both the strategy and its implementation on the borough
 - In accordance with government guidelines, oversee the coordination, implementation and review of:
 - The Community Strategy
 - The Local Neighbourhood Renewal Strategy
 - The Neighbourhood Renewal Fund
 - The Local Area Agreement
 - Other programmes or initiatives as the partnership considers appropriate.

4. Membership

4.1 The Haringey Strategic Partnership membership for 2006/2007 is as follows:

	Sector Group	Organisation (s)	No. of reps
Core Agencies	Local Authority	Haringey Council (Leader and chief exec)	2
	Health	Haringey Teaching Primary Care Trust	2
	Housing	Metropolitan housing trust (RSL) Almo	2
	Community Safety	Metropolitan Police	1
	Jobs and Training	JobCentre Plus	1
	Higher Education	Middlesex University	1
	Further Education	Learning and Skills Council CONEL	2
Community And Voluntary Sector	Councillors	Haringey Council	3
	Community Sector	HarCEN	3
	Voluntary sector	HAVCO	3
	Race Equality	Race Equality Joint Consultative Committee	1
	Faith Groups	Peace Alliance	1
	Youth	(To be appointed)	1
	New Deal for Communities	The Bridge NDC	1
Themes	Thematic boards	Representative from each thematic board; Better Places, Enterprise, Well Being, C&YPSP and Safer Communities	5
MP's	MP's and GLA reps	2 MP's and 1 GLA rep	3
		Total	32

4.2 Chair. The HSP will select a Chair. This will be at the annual meeting. The Chair can serve for a maximum of three years.

4.3 Vice Chair. A Vice Chair from an organisation other than the organisation represented by the Chair will be selected by the HSP. The board will select a Vice Chair annually. This will be at the annual meeting. The Vice Chair can serve for a maximum of three years.

4.4 Deputies. Members may arrange for a regular alternate/deputy to attend on their behalf, or when they are unable to attend. This person should

be formally notified to the HSP secretariat so they can be included in all mailings etc.

- 4.5 Members may also arrange for another deputy to attend in their place provided this information is made available at least five working days before the meeting.
- 4.6 Reps. Partner bodies are responsible for ensuring that they are represented at an appropriate level.
- 4.7 These representatives are responsible for disseminating decisions and actions required back to their own organisation, ensuring compliance with any actions required and reporting back progress to the HSP.
- 4.8 Co-opting. The Partnership may co-opt additional members by agreement who will be the full voting members of the Board
- 4.9 Observers. The four 'standing observers identified in the membership list (GOL, LDA, Housing Corporation and the Health Authority) may participate in all meetings
- 4.10 With the permission of the chair observers from organisations/groups not represented on the main board may attend and participate in meetings to bring particular expertise and knowledge. Requests should be received at least 10 days before the meeting. Observers will be expected to brief their organisations.
- 4.11 Thematic Boards. The thematic boards are determined by the HSP. Each theme group has adopted its own operating arrangements so that all members are clear about their position and responsibilities.
- 4.12 Review. Membership will be reviewed annually to ensure that all interests are adequately represented and consider whether the membership of the HSP is still appropriate.

5. Meetings

- 5.1 Ordinary meetings will be held four times a year.
- 5.2 Additional special meetings will be arranged if necessary.
- 5.3 Meetings will be held at an appropriate venue within the borough.
- 5.4 HSP meeting will generally be **open** to the public as observers, but will be closed for certain exempt business, as necessary.

6. Proceedings

- 6.1 To make decisions, meeting must be quorate. A quorum will be nine voting members of which at least four are core agencies.

- 6.2 The HSP will endeavour to arrive at all decisions by consensus. In exceptional circumstances if at least three members request it, a vote may be taken. In this case the Chair will take a vote by show of hands.
- 6.3 Each member has one vote. Decision will be by simple majority. Observers are not eligible to vote.
- 6.4 If necessary because of urgency and the timing of meetings decisions may be taken by email on the basis of a report and recommendations. Decision will be made by a simple majority. Abstainers will be recorded.
- 6.5 Agendas and reports will be circulated at least five working days before the meeting.
- 6.6 Additional late items will be at the discretion of the chair.

7. Accountability

- 7.1 Representatives are responsible for keeping their partners agencies informed of the work of the partnership.
- 7.2 Representatives will provide a link with their own organisation regarding reporting back and instigating partner action
- 7.3 An update on the work of the thematic boards should be a standing item on the HSP agenda.
- 7.4 The agenda, papers and minutes will be available to the public on request from the Committee Secretariat and accessible via Haringey Council website <http://www.haringey.gov.uk>

8. Funding

- 8.1 Partners can make financial or “in kind” contributions to supporting the partnership.

9. Rules of conduct

- 9.1 Members must declare any personal and/or pecuniary interests with respect to agenda items and must not take part in any decision required with respect to these items.
- 9.2 If a representative is absent for three consecutive meetings the organisation/sector will be asked to re-appoint/confirm its commitment to the partnership.

Agenda Item 7**Haringey Strategic Partnership – 20 June 2006****Subject: HSP Annual Performance Assessment for 2005/06**

1. Purpose

- 1.1 To present the Haringey Strategic Partnership's (HSP) annual performance assessment for 2005/06 for approval.

2. Summary

- 2.1 A self-assessment of Haringey's Local Strategic Partnership performance over 2005/06 and planned improvements has been carried out. The documents (attached) have been sent to the GOL pending final approval by the Board.
- 2.2 Progress in implementing the Community Strategy and Neighbourhood Renewal Joint Action Plan, 2005/06 (also known as the HSP's Performance Management Framework) forms the basis of the findings in the current assessment, taking account of new developments and changes that have taken place over the past year. The assessment also takes account of the areas for improvement/weaknesses highlighted by GOL in last year's annual assessment.
- 2.3 The assessment is essentially in three inter-related parts as follows:
- a) A review of outcomes/delivery for each theme area - Education, Health, Housing, Crime, Liveability, Worklessness, and Partnership Working - as measured by Haringey's relative position in relation to the national floor targets and comparator boroughs. Appendix 1, Self-assessment Report.
 - b) Traffic light assessments – summarise the strengths and weaknesses for each theme area, identify the areas where further improvement is needed and show the direction of travel. Appendix 2, Traffic Light Assessments
 - c) Improvement Planning – identifies actions to improve performance over the coming year (2006/07), the key milestones to track progress, the delivery bodies and the partner(s)/officers responsible for each identified action. Appendix 3, Improvement Plan 2006/07.
- 2.4 In addition, the HSP is required to rate itself using GOL's traffic light system. In applying the scoring methodology it is proposed that the HSP rates itself as GREEN. This is set out below and shows the points given to each theme and the rating applied to each area. The Board is asked to consider whether the ratings reflect a fair assessment of where partners consider the partnership is at.

Traffic light assessment scores

Partnership theme area	Traffic Light Assessment	Points
Education	Green	4
Housing	Green	4
Health	Amber-green	3
Crime	Amber-green	3
Employment/Worklessness	Amber-green	3
Environment/Liveability	Green	4
	<i>Sub Total- outcomes</i>	<i>21</i>
Partnership Management and Development	Amber-green	3
Improvement Planning	Amber-green	3
	<i>Sub Total- Partnership Development</i>	<i>6</i>
	Total for the LSP	27
Overall Traffic Light Assessment	Green	

Note: The scoring is based on the GOL methodology. The traffic light rating system awards a status of green, amber-green, amber-red and red. Points are awarded for each 'thematic' area and separately for partnership management and improvement planning.

- 2.5 The documents have been sent to the GOL in draft format, subject to final approval by the Board. Any additions or amendments will be incorporated into the final documents and highlighted to GOL for the Annual Review Meeting. The Board is asked to note that the Annual Review Meeting will take place towards the end of June (the date is currently being confirmed with GOL).

3. Recommendations

- 3.1 The Board is asked to consider and comment on the partnership's performance for 2005/06 as set out in the attached appendices.
- 3.2 The Board is asked to consider whether the assessment accurately reflects the HSP's performance to date and to agree any changes as necessary.
- 3.3 The Board is asked to confirm which members will attend the GOL Annual Review Meeting.

4. Background information

- 4.1 For the past two year's the HSP has carried out a self assessment process in line with the GOL/NRU performance assessment requirements for Local Strategic Partnerships in receipt of Neighbourhood Renewal Funding. Guidance issued by GOL in March of this year confirms that the annual performance assessment arrangements for LSPs rated as Amber/Green, and that do not have a Local Area Agreement in place, are essentially the same as last year (GOL letter and guidance 13 March 2006). This means that the HSP is therefore required to demonstrate that it has carried out a review of outcomes/delivery, developed an improvement plan addressing areas for improvement/weakness and rated itself using GOL's traffic light system.

5. Conclusion

- 5.1 The HSP's annual performance assessment is nearing completion and the required documentation has been submitted to GOL in draft format subject to final approval by the Board. The assessment builds on previous submissions and should be viewed as a positive learning experience that will improve the overall performance of the Partnership, not just meeting external national requirements.

Report of: David Hennings, Assistant Chief Executive, Haringey Council
Report Author: Mary Connolly, Policy & Partnership Manager, Haringey Council

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Haringey's Local Strategic Partnership

Self Assessment

May 2006

Contents

1. Introduction	3
2. Overall Findings- Key Strengths	3
2.1 Delivery	3
2.2 Partnership Working	4
2.3 Future development	4
3. Detailed Findings	5
3.1 Outcomes (delivery)	5
<i>Education</i>	5
<i>Housing</i>	11
<i>Health</i>	14
<i>Crime</i>	17
<i>Liveability</i>	22
<i>Worklessness</i>	24
3.2 Partnership Working	27
<i>Strategic</i>	27
<i>Inclusive</i>	27
<i>Action-focused</i>	28
<i>Performance Managed</i>	28
<i>Efficient</i>	28
<i>Learning and Development</i>	28

1. Introduction

This report sets out the findings of Haringey Strategic Partnership's self-assessment of its own performance and planned improvements in 2005/6.

In assessing Haringey's Local Strategic Partnership (LSP) performance in 2004/5, the Government Office for London stated that considerable progress had been made and that there was evidence of joined-up planning and working with useful and detailed baseline information on each delivery area. The Government Office also commented that methods to engage the local community were impressive and that the partnership is focused on sustainable measures as opposed to 'quick fixes'. Worklessness and aspects of performance in the crime and education themes were viewed as areas needing further attention.

This assessment reviews performance over the year 2005/6 covering all the core delivery areas – Education, Housing, Health, Crime, Liveability and Worklessness – and Partnership Working. A separate improvement plan details the main actions and activities arising out of the assessment that will be implemented in 2006/7.

2. Overall Findings- Key Strengths

2.1 Delivery

- ▶ Education – Haringey has above average levels of deprivation, pupil mobility and pupils with English as an additional language. Despite this, educational attainment continues to improve at Key Stages 2, 3 and 4 with particularly good progress for ethnic minority pupils at Key Stage 4 and continued progress against the intermediate milestones. Although comparable boroughs show better results than Haringey at Key Stages 3 and 4, Haringey is among the top three of comparator boroughs at Key Stage 2.
- ▶ Housing – the level of non-decent local authority owned housing stock is reducing, from 58% in 2003 to 44.7% at March 2006. Following a successful ballot of tenants and leaseholders an Arms Length Housing Management Organisation (ALMO), called Homes for Haringey, became operational from 1 April 2006. Approximately 80% of 10,500 Registered Social Landlord (RSL) properties in the borough meet the decent homes standard as at the end of March 2006.
- ▶ Health – life expectancy in Haringey continues to rise. Compared to the national average however, the rate is 1.9 years below for men and .07 years below for women. The Well-being Partnership has prioritised a number of 'Choosing Health' initiatives to tackle the broader determinants of health and better targeting of health inequalities. Teenage Pregnancy rates fell by 13.5% (2003/4 data) but are still above the London average and third highest among comparable boroughs.

- ▶ Crime – Haringey remains a high volume crime area. Overall British Crime Survey (BCS) recorded offences have remained unchanged compared to 2004/5. Progress towards the PSA1 target however shows a reducing trend for the majority of crimes with the exception of wounding, robbery, bicycle theft, and vehicle interference.
- ▶ Liveability – 84% of residents think that standards of cleanliness have been maintained or that the borough is cleaner than a year ago.¹ Good progress continues against a range of targets aimed at making Haringey cleaner and greener. Almost 20% of waste is now recycled, up from 8.6% in 2004/5. There were fewer missed refuse collections – 129 per 100,000 household waste collections compared to 190 in 2004/5. Four Parks received Green Flag status. There were fewer road traffic accidents resulting in death or serious injury – 82 in 2005/6 compared to 191 in 2003/4.
- ▶ Worklessness – the Haringey working age employment rate increased slightly from 57.3% in 2003/4 to 60.3% in 2004/5. Rates differ significantly however in different parts of the borough, especially between the east and west (48.5% in Tottenham compared to 74.2 in Hornsey and Wood Green in 2004/5), and with residents from minority ethnic communities. Greater emphasis has been placed on tackling worklessness and especially targeting of younger groups not in education or training (NEET). In March 2006, 10.4% of 16 to 18 year olds classified as NEET was achieved against a target of 12.9%.

2.2 Partnership Working

There has been significant improvement in performance management across the partnership in 2005/6 with much improved sharing of information, data and trend analysis and the plausibility of interventions. This has led to a reconfiguring of the NRF programme and its alignment with the Safer and Stronger Communities Fund, paving the way for a Local Area Agreement in 2006/7.

The development of a local Compact with the Voluntary and Community Sector has strengthened relationships, created greater clarity on roles and responsibilities and built a process through which all partners are able to act as critical friends.

2.3 Future development

Performance Management – the Partnership will benefit from integrated performance management arrangements being developed as part of the Local Area Agreement.

Community Strategy - the development of a new Community Strategy in 2006/7 provides an opportunity for the Partnership to further improve inter-agency planning and consultation as it develops a new vision and priorities for the borough post 2007.

3. Detailed Findings

3.1 Outcomes (delivery)

Core Areas	Findings
Education	<p>Raising Educational Achievement Educational attainment in Haringey continues to improve with outstanding progress for ethnic minority pupils at Key Stage 4. Other highlights include better than national average results for Looked After Children (LAC) at Key Stage 2, 3 and 4 and good progress against intermediate milestones. Progress in relation to comparator boroughs¹ has been mixed. At GCSE the percentage of pupils achieving 5 or more A* to C shows good progress being made. However, progress at Key Stages 2 and 3 is weaker.</p> <p>Raising standards therefore remains a key focus with specific targets set which can be tracked back to individual pupils. The substantial investment in the Early Years, the development of extended schools, better attendance and a very clear focus on priority groups and key schools will help to close the performance gap with our comparator boroughs.</p> <p>Attainment at Key Stage 4 Significant progress has made over the past five years. In 2005, 48.5% of pupils achieved 5 or more A* to C grade GCSEs compared with 30.9% in 2001, an improvement of 17.6 percentage points. This improvement has been at more than twice the national rate with the gap closing from 19% to 9%. Haringey has also the second highest rate of progress against comparator boroughs. At 48.5% this places Haringey in 5th position ahead of Southwark and Hackney.</p> <p>The value-added measure from Key Stage 2 to 4 places Haringey in 11th place and 8th place for Key Stage 3 to 4 out of 149 local authorities. This is further evidence that the gap is narrowing. Several schools in the east of the borough show improvements at three times the national rate resulting in some 400 or more students achieving 5 or more A* to C than 4 years ago.</p> <p><u>Gender Differences</u> Girls outperformed boys by 10%. The national difference</p>

¹ Haringey's comparator boroughs: Brent, Hackney, Lambeth, Lewisham, Southwark, Waltham Forest.

was also 10%.

Looked After Children

The results for pupils achieving 5 or more A* to C grades remained at 12 per cent (national 11%). The number of Looked After Children at Key Stage 4 in 2005 was 59 (57 in 2004).

Ethnic Minority Pupils

The attainment of most ethnic minority pupils at Key Stage 4 has improved considerably and progress is beginning to close the gap with White UK pupils. Caribbean pupils are the fastest improving group at Key Stage 4 with 20% more achieving 5 or more A* to C grades since 2002 compared with 15% of African pupils and 4% of White UK pupils.

Attainment at Key Stage 3

Attainment at Key Stage 3 has improved faster than the national trend since 2001 in English, Maths and Science. Key Stage 3 is a high priority for raising attainment in secondary schools.

English at Key Stage 3

The gap between the Haringey and England average narrowed by 6 percentage points between 2001 and 2005, and is currently 10 percentage points. However, Haringey had the third lowest attainment rate (64%) of its comparable boroughs in 2005, ahead of Lewisham (63%) and Hackney (59%), although the 2nd highest highest rate of improvement at 8.5%.

Maths at Key Stage 3

The gap between the Haringey and England average narrowed by 5 percentage points between 2001 and 2005 and is currently 13%. For 2005, Haringey achieved the same result as Southwark (61%) but ahead of Hackney (58%). Haringey and Southwark achieved the highest rate of progress on the 2004 comparator results.

Science at Key Stage 3

The gap between the Haringey and England average narrowed by 6 percentage points between 2001 and 2005, and is currently 18 percentage points. Haringey and Hackney have the lowest attainment rate of comparable boroughs.

Gender Differences

The pattern of achievement between boys and girls is very similar to that found nationally. In English, girls outperform boys, in mathematics, girls and boys have very

similar results. In science girls outperform boys but nationally boys outperform girls.

Looked After Children

Results for Looked After Children at Key Stage 3 are very similar to national results (with the exception of science). English declined from 29.3% (in 2004) to 26.5% (national 26.7%), maths from 27% to 26.5% (national 28.3%), and science from 20% to 18% (national 25.9%). The number of Looked After Children at Key Stage 3 is 34.

Ethnic Minority Pupils

Achievement for almost all ethnic minority pupils is much improved and the rate of progress in some cases is ahead of the rate of progress of White UK pupils. African pupils have improved by 8% since 2004 (by 19% since 2002), Caribbean pupils by 6% (7% since 2002), Turkish pupils by 12% (9% since 2002), White UK by 6% (6% since 2002), Kurdish pupils declined by 1%, but have improved by 5% since 2002.

Attainment at Key Stage 2

Standards at Key Stage 2 have tracked national results with the gap beginning to close in 2005 with a 3% increase in English compared to 1% nationally. Value added scores are ahead of the national figure putting Haringey in 42nd position (out of 150 local authorities) showing that progress is accelerating.

English at Key Stage 2

The gap between the Haringey and England average narrowed by 2 percentage points between 2002 and 2005, and is currently 6 percentage points. Of the comparable boroughs Brent (78%), Lewisham (77%) and Lambeth (76%) had attainment levels that were higher than Haringey's in 2005.

Maths at Key Stage 2

The gap between the Haringey and England has increased by 1 percentage point between 2002 and 2005, and is currently 7 percentage points. Of the comparable boroughs Brent (73%), Lewisham (72%) and Waltham Forest (69%) had attainment levels that were higher than Haringey's in 2005.

Gender Differences

Haringey's results mirror the national picture with girls outperforming boys in English. This is reversed for maths

and science with boys outperforming girls in both.

Looked After Children

Results for Looked After Children improved in English by 5% and are now 57% (national 42.1%). Maths results stayed the same at 43% (national 37.6%). Science results stayed the same at 57% (national 53%). The number of Looked After Children at Key Stage 2 in 2005 is 21.

Ethnic Minority Pupils

In English African, African-Caribbean and Turkish pupils' attainment has improved since 2004 by 4%, 4% and 2% respectively compared to a 7% rise for UK White pupils. The achievements of Kurdish pupils remained the same. These improvements build on the gains made in 2004.

Early Years

The quality of integrated early years and childcare provision continues to improve, especially with the new 10 Children's Centres and over 500 childcare places. Significant input to driving up quality in the early years is now beginning to have some impact. In 2004/5, 41% of children achieved six or more scale points in the Foundation Stage profile, in line with similar authorities although below the national results of 48%. The quality of provision is judged by Ofsted to be satisfactory, with 75% good. More children meet the early learning goals and this improvement now needs to work through to impact on standards at Key Stage 1.

A broad staff training and development programme is in place to improve and develop practice. One focus has been the support for practitioners in reception and year 1 to improve the transition of children from foundation stage to year 1. Further development has taken place to improve the quality assurance systems including the introduction of a nationally recognised Self-Review Framework for early years settings.

Priority Groups

The innovative **Targeted Pupils Initiative** provides three-way wrap-around support via Teaching Assistants, Learning Mentors & Family Outreach workers, focused on personalised learning needs aimed at (& now achieving) a 1% closure in the results at Key Stage 2.

Standards for students from **ethnic minority communities** have improved steadily since 2002 with African students improved at GCSE by 12%, Caribbean students by 20% and Turkish students by 19%, closing the

gap with White UK students who improved by 4% in the same timescale. A number of specific initiatives have had a significant impact on improving outcomes e.g., EMA African Caribbean programme, Aiming High, Readers are Leaders project, and these continue.

Progress for **Looked After Children** (LAC) is improving. Key Stage 2 results and GCSE 5 or more A* to G grades and 5 or more A* to C grades for 2005 are in line with and mostly above national figures. LAC absence rates from school has reduced from 15% in 2004/5 to a provisional 12% in 2005/6, supported by Welfarecall. All LPSAs in relation to LAC have been achieved and indications are that they will be exceeded by July 2006.

Children & young people with **disabilities and learning difficulties** are a priority group for improvement. Targets are set in statements and progress monitored using P scales. The percentage attaining two levels below expected levels at the end of Key Stage 2 is declining only marginally but accelerates at Key Stage 3 and Key Stage 4, and the 1+A*-G result is improving slowly. Improving performance for these groups remains a high priority. Provision for children and young people with **social, emotional and behavioural difficulties** (SEBD) of primary age are now under the management of a primary school, thereby increasing opportunities for inclusive learning. The secondary provision works closely with secondary schools and CONEL and numbers integrating are increasing, currently involving 17 young people.

Schools

Schools are much improved - no school in Haringey is on special measures and the number of primary schools with fewer than 65% achieving the national expectation by age 11 has almost halved over five years. Almost half the primary schools achieve above national standards for 11 year olds and all secondary schools are above the floor targets. Strong collaborative working between groups of schools in the 6 Networked Learning Communities enables the sharing of good practice and a very strong and effective collegiate operates between the secondary schools, CONEL and the new 6th Form. Recruitment and retention has improved and the number of NQTs applying to Haringey has trebled in two years.

A number of school-based initiatives encourage children to engage in the learning thereby supporting standards e.g., breakfast clubs; extended schools, including play and childcare; homework and revision clubs; partnerships with

supplementary and community schools; access to ICT, for example through the bus for ICT provided by CONEL; free transport that removes barriers to learning; the Healthy Schools programme that promotes well-being and supports student learning; and initiatives to involve parents in their child's education to act as role models through participation in adult learning classes.

Attendance

Primary school attendance improved in 2004/5 at almost 4 times the rate nationally, representing 11,300 extra sessions attended and building upon an extra 38,000 sessions the year before. Seven of the 10 secondary schools improved in 2004/5 with overall attendance since 2002 improved by almost twice the national rate - some 51,000 extra sessions attended. The LPSA target for unauthorised absence in both phases was met in 04/05 but not for reducing overall absence (figures for 05/06 not yet available). Exclusions are in line with national figures and consistently below similar LAs. School Improvement Partners (SIPs) challenge schools on their use of fixed-term exclusions, used too widely in several secondary schools (figures for 05/06 not yet available).

Use of NRF

The NRF **Improving Literacy** project has developed a specific programme of literacy and literacy intervention for target pupils to raise standards of attainment in English for years 9 – 11, and provides support to borderline Key Stage 4 (Year 11) pupils as they prepare to take their final GCSE exams. The project has provided a model of how schools and teachers can track under performing pupils and upon which to base future plans using existing mainstream funding that comes into schools. The project directly impacts on the priority to raise achievement in education and supports the **national strategies** aimed at providing additional literacy support for those pupils at risk of not reaching levels expected for their age. The project is creating sustainable improvement in the mainstream because the service is provided during the school day and the work with parents has also been mainstreamed.

The NRF funded **Breakfast Clubs** provide 480 free breakfast club places in eight primary schools and one secondary school in the east of the borough. The project has contributed to a reduction in school truancies and the achievement of higher attainment levels. The project supplements wrap around childcare places for working parents under the extended schools programme.

	<p>The NRF funded 4YP and Family Planning Nurse project provides a dedicated family planning nurse as an integral part of the 4YP network of services for young people including advising on and prescribing first time and emergency contraception. Access to health services is improved by providing outreach contraceptive clinics. The long term aim of the project is to reduce the rates of under 18 conceptions (see health section on teenage pregnancy).</p>
<p>Housing</p>	<p>Decent Homes and Social Housing Over 2005/6 partners have worked across all housing tenures to ensure that the housing stock in Haringey is of a quality that meets the decent homes standard. Within the social housing sector, providers are on target to meet decent homes in 100% of the stock by 2010. Since 2003 the level of non-decent local authority owned housing stock has reduced from 58% to 45% at March 2006.</p> <p>Homes for Haringey Following a comprehensive tenant-led options appraisal process and a successful ballot in April 2005, council tenants and leaseholders opted for the Council to set up an Arms Length Management Organisation (ALMO). As of 1 April 2006 management of the Council's housing stock passed to Homes for Haringey. Service Level Agreements between Homes for Haringey and the Council have been agreed and will be used to monitor performance and track improvement. To support the decent homes investment programme, a bid for approximately £220 million will be submitted to the Department for Communities and Local Government later in 2006.</p> <p>RSL Decent Homes As of April 2006, approximately 80% of the 10,500 Registered Social Landlord (RSL) properties in the borough meet the decent homes standard. We have worked with our larger partner associations and those which have more than 50% of properties failing to meet the standard, on their asset management plans. By working with them to agree disposal programmes and with modified nominations agreements to enable decants for major works. There is an active Housing Association Forum which is exploring opportunities for joint procurement and working to maximise the benefits of decent homes investment.</p> <p>Haringey's Housing Association Forum is developing a set of joint service standards for all social landlords in</p>

Haringey to share and disseminate good practice. The Forum is currently piloting a joint project in Tottenham Hale ward to improve services to tenants and deliver efficiency savings through shared procurement and contracting arrangements.

Haringey's innovative Accredited Lettings Scheme encourages private landlords to provide decent private rented housing.

Private Sector Decent Homes

Decent homes delivery in the private sector is focused on energy efficiency, in particular on homes which fail the standard due to a lack of thermal comfort. Poor thermal comfort has been identified as the main reason why homes fail. In 2005/6 Neighbourhood Renewal Funding was matched in part by British Gas and the Housing Capital Grant Programme to tackle non-decency. In total 1,083 surveys for thermal comfort and home security were carried out; 792 jobs were completed as of March 2006 and 114 jobs were waiting to be programmed. In total 192 non decent properties have been brought up to the decent standard. The British Research Establishment (BRE) modelling, carried out on a sub-regional basis, is used to identify work areas. Current work is targeted at renewal areas and 'at risk' private rented properties as well as well as accommodation above shops. At September 2005 some 70 units had been improved and a further 59 live cases in the pipeline. Another project has seen a major £2million investment programme targeted at private sector terraced properties in South Tottenham as part of the Bridge New Deal for Communities (NDC) regeneration. In 2006/7 fuel poverty action linked to thermal imaging will be targeted at energy inefficient properties in the 3% most deprived Super Output Areas (SOAs).

Haringey is an active partner in the North London sub-region's bid to the LHB for private sector decent homes improvement grant. The sub-region has secured £6.135 million over 2 years, some 94% of the original bid. This will enable 5,140 units to be improved across the sub-region.

Meeting housing need

A new Housing Needs Survey was jointly commissioned on a sub-regional basis to establish a greater understanding of the housing market and the diverse needs across the sub-region. It is clear, however, that housing need in Haringey will remain extremely high for the foreseeable future. The Council is acknowledged to

have a very successful approach to temporary accommodation procurement and was able to meet and maintain government targets on the use of shared facilities in B&B establishments.

With more than 5,500 households in temporary accommodation, achievement of the 2010 reduction target is a major challenge and has required a significant re-shaping of services to focus on preventing homelessness and maximising the supply of new housing options. A new Prevention and Options Service now in place includes tenancy sustainment and mediation, family and debt counselling and home visiting.

Haringey has joined the Home Connections Choice Based Lettings System with the aim of securing greater choice and transparency in the lettings process. Sub-regional lettings have already been successfully piloted and will be rolled out in the coming year.

Three new floating support services have been set up in the borough. Funded through the Supporting People Programme, HARTS (works with 700 families), Sixty Plus (works with 300 over 60s not in care) and Key Support (works with 420 single adults with multiple needs and/or who are not engaged with services) providing housing-related support services. In total over 150 support workers work with approximately 1,400 vulnerable households (including those with no fixed address).

Boosting supply

Haringey has also undertaken a number of significant improvements to boost the supply of housing increasing the supply of longer term leased properties from RSLs and the private sector to provide homeless families with more settled and suitable accommodation.

The revised Unitary Development Plan reflects a shift towards sustainable design with the development of a policy on sustainable buildings. Improved joint working between housing and planning on revised planning policies and guidance aims to ensure that housing developments are sustainable and better meets local need.

Haringey's RSL development programme continues to be the largest in the sub-region with £70 million investment resulting in 936 new homes for affordable renting and low cost home ownership in 2004-06. The 2006-08 programme promises to deliver 1,200 new units. A

	<p>preferred partnering scheme is being implemented to maximise the regeneration benefits of housing investment through focusing resources on a smaller number of highly committed RSLs.</p>
<p>Health</p>	<p>Life expectancy Life expectancy rates in Haringey continue to rise overall with male life expectancy increasing by 2 years since 1992-1994. Compared to the national average, life expectancy is 1.9 years below average for men and 0.7 below the average for women in 2002-2004. Of the comparable boroughs only Brent (82.3 years) had a male life expectancy rate that was both higher than Haringey's and statistically significant.</p> <p>Generally the more deprived wards have a lower male life expectancy than the more affluent wards. At the two extremes, male life expectancy in Bruce Grove (70.5 years) is nearly 8 years lower than male life expectancy in Muswell Hill (78.2 years). The relationship between male life expectancy and ward-level deprivation is strong and statistically significant. For female life expectancy the relationship with deprivation is weaker and not statistically significant.</p> <p>Mortality indicators The following indicators have contributed to the rise in life expectancy. Haringey's cancer mortality rate has fallen from 133.6 per 100,000 population under 75 (133.6/100,000) in 1996/98 to 124.0/100,000 in 2002/04. However, the England average has fallen faster over the same period to the extent that Haringey's cancer mortality rate is now marginally above the England average, with the gap between the two beginning to widen. Looking at the comparable boroughs, only Brent (109.3/100,000) had a cancer mortality rate that was lower than Haringey's in 2002/04.</p> <p>Haringey's circulatory disease mortality rate has fallen significantly from 152.6 per 100,000 population under 75 (152.6/100,000) in 1996/98 to 128.6/100,000 in 2002/04. However, the gap between the Haringey and England average widened by 14.7/100,000 over the same period to reach 31.9/100,000 in 2002/04.</p> <p>Haringey had the second highest circulatory disease mortality rate of its comparable boroughs in 2002/04, behind Hackney (140.6/100,000). The gap between the Haringey average and that of the best performing comparable borough in 2002/04 (Brent, 99.3/100,000) was</p>

29.3/100,000.

The suicide mortality rate in Haringey has fallen from 10.7 per 100,000 population (10.7/100,000) in 1996/98 to 9.1/100,000 in 2002/04. The gap between the Haringey and England average narrowed by 0.9/100,000 between 1996/98 and 2002/04 and is currently 0.4/100,000.

Haringey had the third highest suicide mortality rate of its comparable boroughs in 2002/04, behind Lambeth (9.7/100,000) and Southwark (11.0/100,000). The gap between the Haringey average and that of the best performing comparable borough (Brent, 7.4/100,000) was 1.7/100,000 in 2002/04.

Healthy Haringey

The HSP Well-being Partnership is responsible for raising life expectancy and reducing infant mortality. In 2005/6 the partnership agreed a new vision and objectives taking account of *Opportunity Age, Choosing Health* and *Our Health, Our Care, Our Say* to provide a strategic direction to Haringey's Well-being agenda.

A new Haringey Life Expectancy Plan is being developed in line with 'Choosing Health' and priorities identified at a Healthier Haringey Conference in February 2006.² The Plan will be launched in Summer 2006. Examples of the 'life expectancy' prevention programmes and interventions include:

- Training more smoking advisors to deliver Quit smoking services resulting in an increase in the number of people who have quit smoking for four weeks from 1167 in 2004/5 to 1,400 in the first three quarters of 2005/6.
- Launched a borough-wide smoke free award in March 2006 and achieved agreement from Tottenham Hotspur Club to be smoke free from Summer 2006 one year ahead of the forthcoming legislation.
- Completing a Sport and Physical Activity Strategy for the borough.
- Health for Haringey lottery funded project supporting more than 30 local projects to provide support for community groups to access opportunities for physical activity and exercise.

- Targeting healthier workforce initiatives including a Quit Smoking campaign (some 40% of council employees live in the borough).

Infant mortality

Infant mortality rates show an improvement from 7.4 deaths per 1000 live births in 1999-2001 to 6.9 per 1000 in 2001-2002.

However, as the infant mortality rate is higher in Haringey than the London and national average, the infant mortality action plan is being reviewed and will be updated. A review of the most effective evidence based measures is being carried out including:

- reviewing literature on the determinants of infant mortality.
- reviewing literature on interventions addressing determinants of infant mortality and their results.
- reviewing NICE guidelines on breastfeeding.
- “Back to sleep” campaign.

In order to improve the support for new parents a health equity audit of the health visiting services was completed in May 2005. The results of the audit were used to re-allocate health visitors across the borough to support vulnerable parents and parents most in need.

Teenage Pregnancy

Significant progress has been made in the past 2 years with teenage conception rates falling by 13.5% (2002-2004 data). Haringey conception rates, however, remain higher than the England and London average. The conception rate of under 18 year old females in 2001-03 was 74.5 per 1,000 15-17 year old females (74.5/1,000), up from 64.5/1,000 in 1996-98. The gap between the Haringey and England average widened by 13.6/1,000 between 1996/98 and 2001/03 and is currently 32.1/1,000.

Haringey had the third highest teenage conception rate of its comparator boroughs in 2001-03, behind Southwark (83.9/1,000) and Lambeth (98.8/1,000). The gap between the Haringey average and that of the best performing comparable borough (Brent 51.6/1,000) was 22.9/1,000 in 2001-03.

Good progress has been made on improving local data on pregnant teenagers with six monthly data reports from maternity services and TOP services on ethnicity and age now available. In 2004, 29% of all teenage parents (16-17)

	<p>were either married or co-habiting.</p> <p>The Stepping-Up service has improved its collection of data on teenage parents by agreeing new information sharing protocols with referrers including Connexions, Sure Start and Care to Learn. These protocols take effect from April 2006 and will enable Stepping-Up to plan and target additional provision for teenage parents in specific areas.</p> <p>The Teenage Pregnancy Partnership co-ordinates programmes and interventions to reduce teenage pregnancy. Examples include:</p> <ul style="list-style-type: none"> • 4YP Education and Training Programme regularly delivers sex and relationship education sessions to secondary schools raising awareness for both young people and staff of these schools to increase the confidence of young people to attend 4YP services outside of school hours. • Level 2 Speakeasy training courses to target parents in high conception wards and those whose children are vulnerable to feel confident and skilled talking to their children about sex and relationships. • Promoting sexual health information in schools with high conception rates, looked after children, those with special needs and refugees and asylum seekers to encourage take-up of services. <p>Use of NRF</p> <p>For 2006/7 the Well-being Partnership has agreed to prioritise £1.2m NRF on projects and interventions in the 3 most deprived Super Output Areas. Outcome targets to be achieved include:</p> <ul style="list-style-type: none"> • Increasing household income by an average of £10 per week. • Reducing fuel poverty in 100 households. • 500 adults participating in at least one 30 minute session of physical activity of moderate intensity per week for at least three months • At least 140 older people participating for at least six weeks in a healthier eating community based programme.
<p>Crime</p>	<p>Overall British Crime Survey (BSC) recorded offences have remained unchanged when compared to 2004/5 (reduction of two offences to 20,812). Half of the basket</p>

of ten offences recorded year on year reductions i.e. Criminal Damage 12%, Domestic Burglary 11%, Theft of a MV 9%, Theft from Person 7% and most notably Common Assault by 22%. However there were significant increases in Robbery of Personal Property and Wounding of 41% and 30% respectively (also seen throughout London and nationally). Theft from MV, which represents the third highest proportion of all PSA1 offences, also rose by over 6%. Together these three offences account for 40% of all BCS crime.

Progress towards the PSA1 target chart illustrates the reducing trend since 2003/4 for the majority of crimes within the BCS with the exception of Wounding, Robbery, Bicycle theft and Vehicle Interference. The chart also highlights the reducing BCS trend in Haringey since April 2005, which is now almost equal to comparator boroughs.

Crime and Anti Social Behaviour

The Safer Communities Partnership is responsible for delivering Haringey's 3-year Safer Communities Strategy. In 2005/6 the Borough Intelligence Unit aligned its focus desks to reflect the strategic priorities, creating a much closer relationship between the Community Safety Team and police analysts. Crime Prevention Officers are also now attached to each crime type.

The 2001-2004 audit, which provided much of the evidence base and rationale for the Safer Communities Strategy highlighted a number of long-standing and persistent crime hotspots. These locations are highly correlated with deprivation indices and problems associated with unemployment, child protection, mental ill-health and educational under-achievement. The borough's main Super Output Areas are also contained within these locations. More detailed work to investigate the particular causes behind these hotspots has started and some solutions have already been implemented. Examples of this include the introduction of the Business Support Team in Wood Green with a training programme for business 'specials'; work with schools and the Children's Services to find creative ways of avoiding large gatherings of young people and better co-ordination of key service providers in Northumberland Park.

Although the LPSA burglary target of 14.3% was not achieved, the end of year achievement showed a 10% reduction over the stated baseline. Actions to meet this target over the year included a significant programme of property upgrades and 'target hardening' of vulnerable

properties in the Ladder area. This has resulted in only one repeat break-in. Haringey is currently being considered for a percentage of the LPSA reward grant due to an impressive performance.

Use of NRF

NRF continues to support the valuable work of the Metropolitan Care and Repair project that assists elderly residents in the east of the borough to address burglary and burglary artifice. A series of targeted and seasonal awareness raising campaigns have also been run throughout the year, notably the 'In when you're Out' campaign.

In 2005/6 the NRF funded two joint enforcement Operation Tailgates; training sessions on the Information Sharing Protocol and crime prevention; a BME community leadership programme; neighbourhood wardens; Leaders in Training for young people; and a number of targeted anti-violence operations.

The NRF element of the Anti-Social Behaviour Team (ASBAT) has enabled the service to operate across public and private housing sectors (owner occupiers and rented) and the business sector. This arrangement is unique in London, where most dedicated teams only deal with anti-social behaviour in council dwellings and estates. The ASBAT has achieved a 100% success record on all legal applications and to date has secured: 13 ASBOs, 2 dispersal orders, 67 crack house closures, 53 injunctions and 68 ABCs.

Safer Neighbourhoods

Safer Neighbourhood Teams were introduced during the year with positive feedback reported from local residents and ward Councillors. Over time the teams will provide a vehicle for addressing and tracking fear of crime factors. A Safer Neighbourhood analyst has been appointed who will be adding local community intelligence more directly to the National Intelligence Model (NIM) picture.

The Safer Schools Partnership co-ordinates school based crime prevention programmes. A police officer is linked to all secondary school in the borough. The officers run programmes around weapons awareness, safety, improved reporting from young people, and ongoing crime prevention. The programmes will be targeted to the transition years in 2006/7.

Drugs and alcohol profile

Most drug misuse problems manifest themselves in the east of the borough, both in terms of people presenting for drug treatment and the drug/sex markets. Analysis shows that those presenting with crack cocaine problems come from the most deprived wards such as White Hart Lane and Northumberland Park. The profile tends to be young African Caribbean men. Drug markets are concentrated around public transport hubs, in particular Seven Sisters and Wood Green Tube stations. Ducketts Common is a historical location for the handling of stolen goods usually as a result of shoplifting in Wood Green Shopping City. Green Lanes is another area where drugs activity is prominent. The proximity of dealers is tentatively linked to the availability of outlets for stolen goods.

In 2004/5 Haringey's retention rate was lower than the national average at 64% (London average 66%, overall retention rate by clients 68%). Locally the retention rate was comparatively lower in Black or Black British (56%) and under 25 year olds (56%) compared to 65% of those aged 25 and over. The retention rate in prescribing services is better than non-prescribing, 71% compared to 80%. Compared to the London average of 51% for retention in prescribing services Haringey performs well.

Although BME communities are being attracted into treatment, longer term engagement is less well maintained. There would appear to be some correlation between low retention rates and referrals from the criminal justice system and primary care, 21% and 38% respectively but together represent only 5% of the overall referrals (presentations) in 2004/5. 53% self referred to treatment.

Treatment and retention

In 2004/5 approximately 48% of those presenting for treatment and reporting crack as their primary drug were Black. In the first two quarters (of the total treatment population) this figure was 42% (36% were White), and for stimulants the overall rate of 36%.

DAAT research

The DAAT undertook two research projects with UCLAN (University of Central Lancashire, Race and Ethnicity Department), one into Khat use in the Somali community and the other into perceptions of drug misuse amongst the Turkish and Kurdish speaking communities across Haringey, Islington and Hackney. The findings show that Khat use is common in certain sections of the Somali

community and creates significant health and social problems, such as TB and mental health problems. There is little reported class A drug use in the Turkish/Kurdish communities of Haringey but high levels of concern about drugs and crime.

A cross-borough initiative with Islington and Hackney on sex workers and drugs misuse has ensured that displacement did not occur when enforcement took place.

Alcohol Harm Reduction

Haringey DAAT has developed an Alcohol Harm Reduction Strategy in response to the Government's national strategy. Given the high correlation between drug abuse and alcohol misuse the partnership considers it regrettable that alcohol is not included in the treatment planning process.

Improved information and data intelligence

Considerable progress on information sharing, data and strategic analysis has been made across the HSP. Thirty partners signed an Information Sharing Protocol in 2005. A cross-cutting information management group and a Safer Communities specific Data Analysts Group has been established to co-ordinate data sets, improve analysis, inform joint project development, avoid duplication and raise the profile of strategic analysis. It is considered that Haringey is the only borough in the MET to have moved towards a partnership strategic assessment and control strategy. This should support the annual rolling audit to be completed more easily.

The Safer Communities Partnership has also put aside a pot of funding for dynamic and evidence-led projects across crime and drugs that can be bid for during the year. It is open to partners across the HSP and has resulted in a higher level of scrutiny and debate about 'what works'. Applications must demonstrate a clear understanding of the problem, provide evidence to back up the proposed intervention and state how the project will be evaluated. The 'Off the Street Less Heat' holiday programmes on Broadwater Farm were funded through this process. A community chest for West Green has also enabled improvements to local estates and early year's programmes.

Area based approach

The HSP has recognised the importance of co-ordinated area-based approaches with the establishment of 7 areas, linked to Area Assembly boundaries. The benefits of this

	<p>approach is already producing stronger collaboration and joint planning between the neighbourhood management service, local service providers, the community safety and DAAT teams and the Safer Neighbourhood ward-based teams. Good co-operation between the neighbourhood managers, local providers, community wardens and the Safer Neighbourhood Team in White Hart Lane is showing how the local model can bring increased public confidence and actual crime reduction.</p> <p>A multi-agency Crime Prevention Group promotes problem-solving and collaboration between departments and partner agencies. This group has looked at designing out crime initiatives in parks and high roads and has forged closer relationships with environmental and enforcement services.</p> <p>Staff from across the partnership, with police colleagues and community representatives, undertook evaluation training during the year. The learning and methodology will be applied in the coming year.</p>
<p>Liveability</p>	<p>The Better Places Partnership's mission is "To lead the delivery of cleaner, safer greener public spaces and improvement in the quality of the built environment in deprived areas and across the borough, with measurable improvement by 2008."</p> <p>The Council with key partners and residents has delivered a programme of environmental improvements aimed at making the environment cleaner, greener and safer and narrowing the gap between the east and west of the borough. These priorities reflect the key concerns of local people and the overarching ambitions and objectives of the Community Strategy.</p> <p>The Better Places Partnership is responsible for the delivery of the NRF and the Safer and Stronger Safer Communities Fund 'Liveability' programme and works closely with relevant public and private bodies, as well as community and environmental groups, to prioritise and steer projects which will deliver against its key objectives.</p> <p>Improving the Built Environment</p> <ul style="list-style-type: none"> • a sustainable, well design built environment with improved homes <p>Better Haringey</p> <ul style="list-style-type: none"> • a cleaner, greener, safer Haringey

Sustainability, climate change and biodiversity

- enabling environmental sustainability and tackling climate change

Transport, accessibility and mobility

- improved, accessible local transport and safer roads

Open spaces, recreation and sport

- better opportunities for sport and leisure to enable and promote enjoyable and healthy lifestyles

The Better Places Partnership works together with the Council-led Better Haringey programme to create a cleaner, greener, safer Haringey in Haringey. Together these two partnership bodies are focused on:

- improving a range of key front line environmental services.
- strengthening and improving partnership working, both within the council and with external bodies, and;
- informing, educating and engaging with residents and partners to build civic pride and develop an awareness of environmental issues.

Improvement and achievement

Improvements are measurable both in terms of performance as well as resident perceptions. Haringey has made considerable progress around the LPSA, floor and other critical targets. In 2005/6 the following achievements were made.

- ▶ 84% of residents think that Haringey has maintained its standards of cleanliness or that it is cleaner than a year ago.
- ▶ Performance on environmental cleanliness (graffiti and fly posting) shows good progress being made but a deterioration on the removal of litter.
- ▶ LPSA measure to reduce the number of reported incidents of dumped rubbish by 1,614 was achieved.
- ▶ In 2005/6, 129 refuse collections were missed per 100,000 household waste collections, a reduction from the 190 in 2004/05. This is an LPSA measure and our LPSA stretch target of 130 was achieved.

	<ul style="list-style-type: none"> ▶ The repair of streetlights has remained below the 3.5 day target for the whole of 2005/06 with the average number of days taken to repair a streetlight at 1.92 days. ▶ The target of 85% for the removal of abandoned vehicles (within 24 hours from the point at which they can be legally removed) has been exceeded with 92.5% of such vehicles being removed. ▶ Kerbside recycling has increased from 92% in 2004/5 to 100% in 2005/6. ▶ Recycling levels of overall waste have improved from 5% in 2001 to 19.8%, which exceeds the statutory target. ▶ 81% of minor planning applications were determined in 8 weeks in 2005/6. This exceeded the Government's target (65%) and our local target of 78%. ▶ 69 people were killed or seriously injured in the period January to October 2005 compared with 122 in the same period last year. This equates to 82 in the full calendar year, against our LPSA target of 145. ▶ 910, 749 visits to sports and leisure facilities with the target of 883,908 exceeded.
<p>Worklessness</p>	<p>Good progress has been made with the Haringey working age employment rate increasing from 57.3% in 2003/4 to 60.3% in 2004/05. However there are significant differences in employment rates in different parts of the borough and with residents from minority ethnic communities. 74.2% of residents in Hornsey and Wood Green parliamentary constituency were employed in 2004/5 compared with 48.5% of residents in Tottenham. This suggests an increase on figures for a similar period in 2003/4 of 69% and 45.5% respectively.</p> <p>The employment rate for ethnic minorities in Haringey was 45.3% in 2004/5, up from 39.9% in 2003/4. The gap between the Haringey and England average narrowed by 3 percentage points between 2001/2 and 2004/5, and is currently 13.6 percentage points.</p> <p>Employment and skills Haringey has a working population of 149,000; 33.4 % have a qualification above NVQ Level 4 with 11.2% at level</p>

3 while 40% have Level 1 or lower level skills. The borough has 60,000 jobs and the public sector is the biggest employer. It has a business sector of nearly 8000 micro businesses of which 57% is BME owned.

After a period of reasonable stability, the number of Job Seekers Allowance (JSA) claimants in Haringey is on the up. In the year to March 2006, the number of JSA claimants rose by 607 (7.9 per cent) to stand at 8,302.

In August 2005 there were 12,500 Incapacity Benefit and Severe Disablement Allowance (IB/SDA) claimants Haringey sits in the middle of its comparable boroughs in terms of IB/SDA claimants. While having less claimants than Lambeth and Southwark and being on par with Hackney, the borough continues to perform worse than Brent, Waltham Forest and Lewisham.

In the year to March 2006, the number of 16 to 19 year old Job Seekers Allowance (JSA) claimants increased by 65 (10.2 per cent) and now stands at 700. However, this follows the national trend where the number of younger JSA claimants has risen by 16.8 per cent over the same period. JSA claim rates for 16 to 19 year olds are high in the east of the borough

Job creation

Over the last 3 years Employment Zone providers have secured 2,000 jobs annually. Last year 300 jobs were created through Employ ULV, NRF and council funding. (100 from NRF including people into self-employment).

A new social enterprise, Inclusive Solutions, has been established as a result of a welfare to work compact project.

Strong links have been developed with employers in the growth areas such as British Airports Authority (BAA) resulting in 150 jobs at Stansted Airport for Haringey residents.

Business activity

Haringey also has a vibrant business sector with over 8,200 firms providing employment for 59,000 people. Haringey's self employment rate rose from 11.9% in 1999/00 to 17.5% in 2003/4. Whilst self employment rates for England and Haringey were identical in 1999/00, Haringey's self employment rate has improved to the extent that it was 5.1 percentage points above the England average in 2003/4. NRF has been used to

support the strengthening of key priority clusters in food and drink, creative industries, ICT and clothing.

Haringey has experienced a reduction in business activity from 55.7 per 10,000 adult population (55.7/10,000) in 1997 to 50.2/10,000 in 2004 (although this is up from the 2003 average of 46.9/10,000). However, the country as a whole has also experienced a decline in business activity over the same period. In fact, Haringey still continues to have significantly higher business start-up rates than the England average, with the gap between the two averages widening from 2003 to 2004.

Business support

Haringey Council's Trade Local has supported 1,130 local businesses in becoming 'fit to compete' in public sector and corporate supply chains and many of these have grown and won new work. The workbooks developed have been picked-up and used by organisations countrywide.

NEET

At March 2006, 10.4% of 16 to 18 year olds were classified as NEET (not in education or training), against a target of 12.9 %. In the year to March 2006, the proportion of NEETs fell by 2.4 percentage points. The gap between the Haringey and North London average appears to be contracting. The gap between the two averages is now 3.3 percentage points compared with 5.5 percentage points a year ago. NRF support young NEETs into training and employment. Significant progress has been made over the past five years in the number of 16 year olds achieving 5+ A*-C grades at almost three times the national rate.

The Enterprise Partnership oversees the key economic priorities for the borough identifying lead partners responsible for key outcomes. The partnership oversees the delivery of key economic development strategies and performance manages the strategies and actions by monitoring a basket of key indicators.

3.2 Partnership Working

Core Criteria	Findings
<p>Strategic</p>	<p>The HSP has improved its planning processes in 2005-06 which has resulted in better integration and alignment of local strategies with the Community Strategy and the Neighbourhood Renewal Strategy, e.g. Haringey's Mental Health Strategy, the Children and Young People's Plan, the Quality of Life Strategy for Older People (Experience Counts) and a Sports and Physical Activity Strategy.</p> <p>A new Neighbourhood Management structure has been approved by the HSP with the roll-out across 7 areas of the borough, the same as Area Assembly boundaries.</p> <p>Improved sharing of information, data and trend analysis and the plausibility of interventions against floor targets in 2005/06 led to a reconfiguring of the NRF programme and its alignment with the Safer and Stronger Communities Fund. A detailed assessment of Haringey's floor target performance against the national picture and comparator boroughs has informed interventions and actions for 2006/07 and beyond.</p> <p>Partners agreed to early preparation for a new community strategy post March 2007 with a series of planned community consultation events to take place from the Summer of 2006.</p>
<p>Inclusive</p>	<p>The Partnership involves key agencies and local interests with links to regional partnerships and delivery partners. Representatives span the public, private, voluntary and community sectors. The Leader of the Council Chairs the HSP in order to ensure democratic accountability to the local electorate.</p> <p>Records of attendance by partners at meetings and partnership events show that interest is being maintained. The Voluntary and Community Sector is represented at four of the Thematic Partnerships and engaged with task focused groups and Community Forums.</p> <p>The development of a local Compact with the Voluntary and Community Sector has strengthened relationships, created greater clarity on roles and responsibilities and built a process through which all partners are able to act as critical friends.</p>

<p>Action-focused</p>	<p>The delivery sections outlined above and the Improvement Plan for 2006/7 shows evidence of the HSP activity and delivery. The NRF programme continues to target and deliver theme based projects and interventions focused on deprived wards and populations.</p>
<p>Performance Managed</p>	<p>Performance is actively managed through the Thematic Partnerships. The Thematic Partnership Boards and their sub-groups regularly receive and analyse performance information which includes activity data on local and PSA/Floor targets as well as information on comparator boroughs where available.</p> <p>Thematic Partnerships are also responsible for monitoring progress in implementing the actions identified in the Community Strategy and Neighbourhood Renewal Action (the local PMF) and keeping tract of the NRF (and SSCF) sponsored projects and interventions.</p> <p>The HSP receives regular update reports from each Thematic Partnership to each meeting allowing the Partnership as a whole to review progress and decide on joint strategies and interventions.</p> <p>The Improvement Plan attached to this assessment builds on the 2005/6 plan by bringing together revised plans and actions to achieve a greater focus and impact on floor targets where the 'gaps' are greatest.</p>
<p>Efficient</p>	<p>The Partnership re-configured the NRF programme and integrated it with the Safer and Stronger Communities Fund paving the way for a Local Area Agreement in 2006.</p> <p>The Partnership has a good track record in allocating and managing the NRF programme to deliver the borough's priorities and targeted interventions in the priority neighbourhoods. 100% spend of NRF was achieved in 2005/6.</p>
<p>Learning and Development</p>	<p>The Partnership engages with learning and development opportunities organised by GOL/ODPM, the London Network etc. The Partnership also encourages participation at local events, training courses and Community and Voluntary Sector topic based discussion groups.</p>


¹ Haringey Annual Residents Survey, 2006

² Healthy Haringey Conference Report, May 2006

Performance Management Framework May 2006

Self Assessment 2005-2006

Children & Young Peoples Strategic Partnership (NRU Outcome: Education)		Traffic Light Assessment	Green
		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Being healthy:			
<ul style="list-style-type: none"> • Good needs analysis supporting strong multi-agency working and planning • A multi-agency food and nutrition strategy has helped to reduce childhood obesity and is improving healthy eating • Children and young people are educated about sexual, substance and health risks • A number of successful initiatives have reduced teenage conception • Children and young people have access to a range of support for mental health problems and provision reflects the needs of the diverse population, including a large asylum seeker and refugee population. 	<ul style="list-style-type: none"> • Growing Up in Haringey – HTPCT Annual Public Health Report 2005 • Knowing Our Children and Young People – Planning for their futures: a needs assessment to inform our Children and young people's plan 2006-9 	<ul style="list-style-type: none"> • Further reduce teenage pregnancy through the targeting of vulnerable groups, and wards with the highest conception rates • Develop further work on establishing a single referral point to CAHMS • Reduce health inequalities across the borough • Improve sexual health and the prevention of drug misuse • Work with children and families to adopt healthier lifestyles • Establish baseline data for evaluating outcomes of the multi-agency improvement plan. • Health checks and health planning for all looked after children. 	

Children & Young Peoples Strategic Partnership (NRU Outcome: Education)		Traffic Light Assessment	Green
		Direction of Travel	
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Staying safe:			
<ul style="list-style-type: none"> • All children on the Child Protection Register are allocated to a qualified social worker • All children on the child protection register are reviewed within the required timescales • All schools have trained, designated teachers for child protection and looked after children • There are good procedures in place to identify children without a school place and the school attendance of looked after children is monitored carefully • A school safe system is in place • There is a range of initiatives to reduce discrimination and harassment. 	<ul style="list-style-type: none"> • Knowing Our Children and Young People – Planning for their futures: a needs assessment to inform our Children and young people’s plan 2006-9 • Growing Up in Haringey – HTPCT Annual Public Health Report 2005 	<ul style="list-style-type: none"> • Action to improve adoption outcomes • Reduce the timescales for completion of initial and comprehensive assessments • Take action to reduce the number of children, particularly those under 10, living outside the borough boundary. 	

Children & Young Peoples Strategic Partnership (NRU Outcome: Education)		Traffic Light Assessment	Green
		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Enjoying and achieving:			
<ul style="list-style-type: none"> • A range of well targeted and specialist action is making a significant contribution to strategies for behaviour management • Exclusion is carefully monitored and excluded pupils are well supported to continue their learning • The performance of schools is analysed and action to bring about improvement is well targeted. 	<ul style="list-style-type: none"> • Analyses of results at the end of Key Stages 1,2,3,4 and Post 16 for 2005 and data for attendance and exclusions, November 2005 • Growing Up in Haringey – HTPCT Annual Public Health Report 2005 • Knowing Our Children and Young People – Planning for their futures: a needs assessment to inform our Children and young people's plan 2006-9 	<ul style="list-style-type: none"> • Raise levels of attainment, particularly in underachieving and ethnic groups • Improve the quality of provision in early years' • Reduce absence from schools • Reduce levels of fixed-term exclusion from school • Address the recruitment and retention of school staff. 	

Children & Young Peoples Strategic Partnership (NRU Outcome: Education)		Traffic Light Assessment	Green
		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Making a positive contribution:			
<ul style="list-style-type: none"> • Work to enable children and young people to make a positive contribution is well focussed and reflects the diverse nature of the community • The Youth Services and the Connexions Service have worked effectively with hard to reach groups • There is a range of innovative work, such as the Children's Fund participation project and Exposure Youth Media • strong commitment to enable the participation of looked after children • the level of offending behaviour of looked after children has improved 	<ul style="list-style-type: none"> • Knowing Our Children and Young People – Planning for their futures: a needs Assessment to inform our Children and young people's plan 2006-9 • Growing Up in Haringey – HTPCT Annual Public Health Report 2005 	<ul style="list-style-type: none"> • Continue to develop a more coherent strategy for young people's participation. 	

Children & Young Peoples Strategic Partnership (NRU Outcome: Education)		Traffic Light Assessment	Green
		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Achieving economic well-being:			
<ul style="list-style-type: none"> The council's vision and strategy is clear, particularly in linking educational achievement to the well-being of children and young people; and engaging with parents and communities. Action has begun to make significant improvement. The proportion of young people in education, employment or training, including care leavers has continued to improve. 	<ul style="list-style-type: none"> Knowing Our Children and Young People – Planning for their futures: a needs Assessment to inform our Children and young people's plan 2006-9 Growing Up in Haringey – HTPCT Annual Public Health Report 2005 	<ul style="list-style-type: none"> Further improve provision for young people aged 14 - 19, specifically in opportunities for vocational and work based learning 	

Housing (NRU Outcome:)		Traffic Light Assessment	Green
		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
<ul style="list-style-type: none"> • DHS 	<ul style="list-style-type: none"> • Haringey stock – 55% decent at April 2006. • Robust ALMO delivery plan and investment programme developed • Robust improvement plan to meet 2* standard in place and positive progress reported through Audit Commission indicative inspection 	<ul style="list-style-type: none"> • ALMO funding dependent on achievement of 2* • Challenging programme of investment 	
<ul style="list-style-type: none"> • DHS - RSLs 	<ul style="list-style-type: none"> • 80% of RSL properties in Haringey meet DHS as at 01.04.06 	<ul style="list-style-type: none"> • Continue to collect data half yearly and report to HAF to ensure that work remains on target. • Work closely with few RSLs with 50% or more properties failing the standard 	
<ul style="list-style-type: none"> • DHS - Private Sector 	<ul style="list-style-type: none"> • 1083 surveys for thermal comfort and home security carried out, 792 jobs completed as of March 2006 and 114 jobs waiting to be programmed. 192 non decent properties have been made decent. • 70 units above shops improved 	<ul style="list-style-type: none"> • Available funding is limited • Private sector stock condition survey required to update baseline 	

Housing (NRU Outcome:)		Traffic Light Assessment	Green
		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
	<p>and a further 59 live cases in the pipeline</p> <ul style="list-style-type: none"> • £2m investment targeting dilapidated private sector terrace properties in the NDC in South Tottenham 		
<ul style="list-style-type: none"> • Homes for Haringey – Client monitoring 	<ul style="list-style-type: none"> • Management agreement and comprehensive suite of SLA's developed and implemented. • Resources increased in Housing Strategy and Performance team to enable effective monitoring of housing management performance 	<ul style="list-style-type: none"> • Homes for Haringey part of HAF service improvement work – common service standards around tackling ASB, complaints and repairs, Tottenham Hale pilot on improving management standards through joint working 	
<ul style="list-style-type: none"> • Housing Strategy and HRA business plan “Fit for Purpose” 	<ul style="list-style-type: none"> • Strategy and Business plan assessed by GOL as FFP in August 2005. • Housing Strategy 2006 update. • Draft plan for new 5 year Housing Strategy. 	<ul style="list-style-type: none"> • Monitoring of HS Action plan by HHSP to be formalised • Process to be developed for updating HRA BP to be agreed with Homes for Haringey 	

Well-being Partnership board		Traffic Light Assessment	Amber/Green
(NRU Outcome: Health)		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Promote healthy living and reduce health inequalities in Haringey			
<ul style="list-style-type: none"> Life expectancy has risen over the last 10 years, for both men and women. NRF funding is focussing on the three most deprived Super Output Areas: to increase household income, reduce fuel poverty, increase physical activity and promote healthier eating. 	<ul style="list-style-type: none"> HSP Floor Target Analysis May 2006 	<ul style="list-style-type: none"> Although life expectancy has risen, it is still below the national average. Further investigation into the lack of correlation between female life expectancy and deprivation. 	
<ul style="list-style-type: none"> Successful initiatives have reduced teenage conception rate although still remains higher than the London average. 	<ul style="list-style-type: none"> Teenage Pregnancy Strategy Action Plan 2005-6, Targets for 2006-2007 	<ul style="list-style-type: none"> Further analyse data about teenage pregnancies so we can target services to those most in need and to wards with the highest conception rates 	
<ul style="list-style-type: none"> Infant mortality rates remain stable. A health equity audit of health visiting services was carried out which has led to the reallocation of staff around the borough to support those parents most in need. 	<ul style="list-style-type: none"> Growing Up in Haringey – HTPCT Annual Public Health Report 2005 	<ul style="list-style-type: none"> Develop the role of health visitors within children's centres and service networks to give general health advice including support to quit smoking and reduce consumption of alcohol. 	

Well-being Partnership board		Traffic Light Assessment	Amber/Green
(NRU Outcome: Health)		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Increase physical activity			
<ul style="list-style-type: none"> £4 million has been spent on refurbishing the council's leisure and sports centres including opening a special gym aimed at increasing young people's participation at Tottenham Green Leisure Centre. 	<ul style="list-style-type: none"> Sport and Physical Activity Strategy December 2005 	<ul style="list-style-type: none"> Further extend range of opportunities for promoting increase in cycling/ jogging/ walking. 	
<ul style="list-style-type: none"> Opened leisure trails to promote physical activity. Parks well used for different activities 	<ul style="list-style-type: none"> 4 parks awarded Green Flags Well-being update April 2006 	<ul style="list-style-type: none"> Reduce levels of crime to further increase parks to promote physical activity. 	
<ul style="list-style-type: none"> Over 150 staff signed up on Health for Life courses 205 council staff had voluntary health checks Over 400 staff attended healthy workforce event – 8 March 2006 	<ul style="list-style-type: none"> Well-being update April 2006 	<ul style="list-style-type: none"> Continue working to support staff health. 	

Well-being Partnership board		Traffic Light Assessment	Amber/Green
(NRU Outcome: Health)		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Improve access to healthy food and nutrition			
<ul style="list-style-type: none"> • Healthy Schools Programme in 90% of primary and 75% of secondary schools and 1 in 4 schools have achieved Healthy Schools Standard level 3 • 22 Breakfast clubs providing balanced and nutritious breakfasts in areas of high deprivation 	<ul style="list-style-type: none"> • Knowing Our Children and Young People – Planning for their futures: a needs assessment to inform our Children and young people’s plan 2006-9 	<ul style="list-style-type: none"> • Promote healthy eating more widely 	
<ul style="list-style-type: none"> • Haringey Food and Nutrition Strategy developed focussing on those most in need particularly people living on low incomes and the those living with CHD, strokes, diabetes and cancer • Dieticians in residential homes improving the quality of meals • New meals on wheels contract in 2005 offering healthier meals to clients 	<ul style="list-style-type: none"> • Haringey Food and Nutrition Strategy 	<ul style="list-style-type: none"> • Build on success of Community Nutrition Assistants programme to offer cook and eat sessions; and shopping tours so people know where to buy the they like locally • Evaluate the projects to promote healthy eating funded by NRF 	

Well-being Partnership board		Traffic Light Assessment	Amber/Green
(NRU Outcome: Health)		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Protect all adults			
<ul style="list-style-type: none"> Over 1000 people reflective of ethnic breakdown of borough have received support from pioneering multi-agency (police, council and health services) 'Hearthstone' centre which offers help to people who have experienced domestic violence 	<ul style="list-style-type: none"> Domestic Violence Strategy 2004-2008 	<ul style="list-style-type: none"> Identify funds to address the causes and find solutions to domestic violence locally. 	
<ul style="list-style-type: none"> Multi-agency Adult Protection Committee meets regularly to manage the reporting and investigation of abuse alerts in Haringey. During 2005, 160 staff trained on adult abuse including Ward Assistants and support staff within hospitals and private and voluntary sectors. 	<ul style="list-style-type: none"> Social Services Delivery and Improvement Statement May 2006 	<ul style="list-style-type: none"> Develop the new Adult Protection Champions Forum to lead in communicating good practice, in their individual organisations, champions advise colleagues and reinforce robust systems and training. Continue to develop and run training programme throughout 2006/07 	

Well-being Partnership board		Traffic Light Assessment	Amber/Green
(NRU Outcome: Health)		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Encourage opportunities for active living:			
<ul style="list-style-type: none"> Eazycard free to everyone aged 65 years and over and to carers. 	<ul style="list-style-type: none"> Sports and Physical Activity Strategy December 2005 	<ul style="list-style-type: none"> Promote uptake of Eazycard 	
<ul style="list-style-type: none"> Newly trained team (with physical & mental health disabilities themselves) delivered Disability Discrimination Awareness session to all Haringey Adult Learning Services (HALS) staff. 	<ul style="list-style-type: none"> Well-being update April 2006 	<ul style="list-style-type: none"> More detailed DDA training to be arranged with Haringey Equal Access Team (HEAT) for specific HALS staff. 	
<ul style="list-style-type: none"> HAVCO has obtained Big Lottery Funding to set up a volunteer bureau. A member of staff has been appointed to investigate what is happening in the sector. 		<ul style="list-style-type: none"> Increase the range of volunteering opportunities in Haringey. 	
<ul style="list-style-type: none"> Worked with the Football in the Community programme to offer coaching registration at selected libraries Established 684 United – a football team for people with mental health problems attracting 35 people regularly and the team is currently second in the league. 	<ul style="list-style-type: none"> Well-being Update April 2006 	<ul style="list-style-type: none"> Develop further links with Spurs via the outpost library which is located within the Spurs Centre Build on the success of the football team to develop a second team to cater for the demand for places. 	

Well-being Partnership board		Traffic Light Assessment	Amber/Green
(NRU Outcome: Health)		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Enable people to have a minimum standard of living:			
<ul style="list-style-type: none"> Approximately 2000 residents are placed into jobs through regeneration programmes A further 2300 residents are placed into jobs by Job Centre Plus 		<ul style="list-style-type: none"> Increase skills amongst young unemployed people Make full use of the Olympics to assist regeneration 	
<ul style="list-style-type: none"> Ran campaign with Benefits & Local Taxation, Social Services, Communications and Customer Services to increase take up of council tax benefit (CTB), targeting pensioners and deprived groups within the community Everyone assessed as needing social care services received a benefits check to establish if they had to pay for services 	<ul style="list-style-type: none"> Campaign Report April 2006 	<ul style="list-style-type: none"> Develop ways to reach those most in need Target NRF funding to increase household income in the most deprived areas of the borough 	
<ul style="list-style-type: none"> <i>Here to Help</i> scheme with Housing and Environmental services, provided affordable warmth for low income households, sponsored by British Gas 	<ul style="list-style-type: none"> Housing Strategy 2003-2008 	<ul style="list-style-type: none"> Target NRF to reduce fuel poverty 	

Well-being Partnership board		Traffic Light Assessment	Amber/Green
(NRU Outcome: Health)		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Ensure opportunities are available for socialising and life long learning			
<ul style="list-style-type: none"> Libraries increased the range of opportunities and services on offer Operated mobile library services for housebound customers and drop-in facilities for older people. 	Well-being Update April 2006	<ul style="list-style-type: none"> Extend opening hours to include Sundays and late night during the week and expand range of classes on offer e.g. relaxation and meditation, sewing and various ICT classes Develop and extend partnership working programme to include additional links with other health-related organisations within the community 	
<ul style="list-style-type: none"> Established a dating agency for people with learning difficulties - 'Stars in the Sky', which won a national Community Care Awards in December 2005 	<ul style="list-style-type: none"> Social Services Delivery and Improvement Statement May 2006 	<ul style="list-style-type: none"> Continue to support this project 	
<ul style="list-style-type: none"> Improvement in the number of people who are receiving support to have their choices met in a range of areas – employment (83 people), leisure (230 people every week), and further education (80 people). 	<ul style="list-style-type: none"> Social Services Delivery and Improvement Statement May 2006 	<ul style="list-style-type: none"> Further develop the support offered to people with learning disabilities 	
<ul style="list-style-type: none"> The Haringey Therapeutic Network (HTN) developed with user involvement. provides a prevention and early intervention service 	<ul style="list-style-type: none"> Social Services Delivery and Improvement Statement May 2006 	<ul style="list-style-type: none"> Expand the capacity of HTN and securing its future to base some of its activities within neighbourhood centres and to develop stronger links with appropriate community based mental health teams. 	

Well-being Partnership board		Traffic Light Assessment	Amber/Green
(NRU Outcome: Health)		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Enable people to live independently for as long as possible in their own homes			
<ul style="list-style-type: none"> Social Services rated as a 2 star authority serving most people well 	<ul style="list-style-type: none"> Social Services Delivery and Improvement Statement May 2006 	<ul style="list-style-type: none"> Increase user choice and control 	
<ul style="list-style-type: none"> Supporting People Programme provided support to approximately 1200 people Increased the number of people receiving Direct Payments to 169 clients 	<ul style="list-style-type: none"> Social Services Delivery and Improvement Statement May 2006 	<ul style="list-style-type: none"> Monitor commissioning trends 	
<ul style="list-style-type: none"> Night time Home Care service working well and become a viable alternative to residential care for frail older people. 	<ul style="list-style-type: none"> National finalist at the Department of Health's Health and Social Care Awards 2005 	<ul style="list-style-type: none"> Review and develop the service 	
<ul style="list-style-type: none"> Launched <i>Experience Counts</i>: Haringey's Strategy for improving the quality of life for older people 2005-2010 	<ul style="list-style-type: none"> <i>Experience Counts</i> 	<ul style="list-style-type: none"> Develop further ways to improve quality of life for older people Plan for the numbers of residential (dementia and frail elderly) beds and the number of home care packages / hours which will be required to meet the needs of older people 	
<ul style="list-style-type: none"> Used national events as a focus to such help people living with long-term conditions e.g. breast cancer month, Carers' week, World mental health day, World AIDS day. 	<ul style="list-style-type: none"> Social Services Delivery and Improvement Statement May 2006 	<ul style="list-style-type: none"> Continue to use national events to raise awareness and focus other work 	

Well-being Partnership board		Traffic Light Assessment	Amber/Green
(NRU Outcome: Health)		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
Meet current and future housing need			
<ul style="list-style-type: none"> Homes for Haringey - an Arms Length Management organisation established 1 April 2006 	<ul style="list-style-type: none"> Housing Strategy 2003-2008 	<ul style="list-style-type: none"> Raise all housing to the decent homes standard Consider the impact of transient populations Insufficient housing supply to meet increasing demand 	
<ul style="list-style-type: none"> Active Private Sector and Homelessness Forums A thriving residents' consultative forum, which is regularly attracting 60 to 70 residents 	<ul style="list-style-type: none"> Housing Strategy 2003-2008 	<ul style="list-style-type: none"> Continue to support active residents forums 	
<ul style="list-style-type: none"> Neighbourhood Renewal Fund initiatives concentrated in deprived areas 	<ul style="list-style-type: none"> NRF plans for 2006-2008 	<ul style="list-style-type: none"> Developing partnerships with housing associations are crucial in the success of the regeneration projects 	
<ul style="list-style-type: none"> Piloted accredited landlord scheme 	<ul style="list-style-type: none"> Housing Strategy 2003-2008 	<ul style="list-style-type: none"> Tackling the large numbers of homeless households in temporary accommodation 	
<ul style="list-style-type: none"> Supporting People Services support 240 households and fund 12 support services for refugee communities living in Haringey and other black, minority and ethnic communities. Won with the Epic Trust, the National Housing Federation's national InBiz awards for Effective Partnership for its work on the HARTS service. 	<ul style="list-style-type: none"> Supporting People Strategy 2005-2010 	<ul style="list-style-type: none"> Tackling the high levels of mental ill health and reducing mental health hospital and residential care admissions Tackle re-offending, anti social behaviour and supporting survivors and victims of crime/ASB, particularly domestic violence. 	


SAFER COMMUNITIES PARTNERSHIP (NRU Outcome: Crime)		Traffic Light Assessment	Amber/Green
		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
<ul style="list-style-type: none"> • Crime performance in the main BCS crimes over the past 3 years has continued on a downward trend. • Increased involvement by key service departments • Significant improvement in data and information sharing 	<ul style="list-style-type: none"> • Recorded crime data (Police) for those categories similar to those used in the British Crime Survey • Attendance and engagement by Council Directors and Asst. Directors at SCEB sub-boards. • Copy of new style partnership strategic assessment and subsequent action plans. • Re-alignment of Police BIU focus desks with partnership strategic priorities. • Information Sharing Protocol 	<ul style="list-style-type: none"> • Vehicle crime (theft of, from and tampering), wounding and robbery will require attention 	

SAFER COMMUNITIES PARTNERSHIP (NRU Outcome: Crime)		Traffic Light Assessment	Amber/Green
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	Direction of Travel	↑
		ISSUES TO BE ADDRESSED	
<ul style="list-style-type: none"> • Development of area-based working, esp. in high crime and ASB locations • Addressing under-reporting 	<ul style="list-style-type: none"> • Joined up service delivery in Northumberland Park. Successful introduction and roll out of ward-based Safer Neighbourhood Teams. Introduction of the Wood Green Business Support Team. Strengthening and roll out of neighbourhood model across the borough • Continued success of the Anti-social behaviour team and hotline. Youth crime conference. Work on bullying, esp. homophobic bullying. Success of the Hearthstone One Stop Domestic Violence service 	<ul style="list-style-type: none"> • Pooled budgets yet to be fully achieved 	

Better Places Partnership (NRU Outcome: Liveability)		Traffic Light Assessment	Green
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
<ul style="list-style-type: none"> • Increased resident satisfaction – parks & open spaces with overall levels of cleanliness • Reductions in levels of litter and detritus • Reduced levels of litter and dumping • Fewer missed refuse collections • Faster removal of abandoned vehicles • Increased kerbside recycling • Increased levels of overall waste now recycled • Fewer road traffic accidents resulting in death or serious injury. • Better sports and leisure facilities Increased use of those facilities 	<ul style="list-style-type: none"> • BVPI 119 and TNS Survey • BVPI 199 target exceeded • LPSA target exceeded • LPSA target exceeded • Target exceeded • Now 100% coverage • Now 19.8% • Out turn figures • Increased investment into leisure and fitness facilities. Target for usage exceeded 	<ul style="list-style-type: none"> • 3. & 4. Action on trade/industrial waste • Recycling in the East • Wider sustainability issues e.g. emissions 	

Better Places Partnership (NRU Outcome: Liveability)		Traffic Light Assessment	Green
		Direction of travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
<ul style="list-style-type: none"> • Improved open space cleanliness index • Better parks 	<ul style="list-style-type: none"> • Target exceeded • 4 Green Flag Awards 3 parks in NRF wards 	<ul style="list-style-type: none"> • Green Flag submissions for 7 parks have been made (how many in NRF wards?) 	

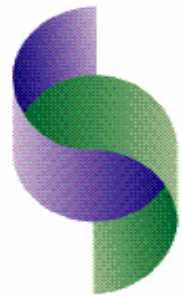
Employment (NRU Outcome: Worklessness)		Traffic Light Assessment	Amber/Green
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	Direction of Travel	↑
<ul style="list-style-type: none"> • New Enterprise Partnership in Place under main LSP 	<ul style="list-style-type: none"> • Meeting held – attendance from several key agencies- chaired by Council CEO. • Partnership overseeing new strategic approach to tackling worklessness • Exemplary Employment and CGS strategies • SSCF Neighbourhood Element used to tackle worklessness in 3 neighbourhoods a Special project of Enterprise Board with all main stakeholders signed up to interventions 		<ul style="list-style-type: none"> • Scale of worklessness problem relatively large in Haringey – 35% of 16-64 years olds in Haringey economically inactive [unemp/long term unemp, economically inactive students, carers permanently sick/disabled, other inactive] • Business top concerns are lack of managed workspace, crime, grime and access to finance (CGS 2003) – still seem to be the same concerns raised in 2005 although progress has been made there is more to do.

Employment (NRU Outcome: Worklessness)		Traffic Light Assessment	Amber/Green
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	Direction of Travel	
<ul style="list-style-type: none"> • Clear multi agency strategy for Employment and Business 	<ul style="list-style-type: none"> • As above – strategies in place and action plans updated annually and reviewed by HEP and CGS Board • New strategic approach to tackling worklessness with larger interventions with a narrower focus on core populations – young people, public service users and low paid/low skilled workers 		

Employment (NRU Outcome: Worklessness)		Traffic Light Assessment	Amber/Green
		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
<ul style="list-style-type: none"> • The multi sector partnership Employ ULV networks adult training and job brokerage providers and improves referral systems and pathways to work for interventions targeted at the key workless groups 	<ul style="list-style-type: none"> • Employ ULV est. and funded until March 2007 – 4 major contracts commissioned delivering employment & skills support including job brokerage to Lone Parents, BME communities, Refugees, Disabled people • Referrals project called meganexus, labour market intelligence project off the ground 		

Employment (NRU Outcome: Worklessness)		Traffic Light Assessment	Amber/Green
		Direction of Travel	↑
STRENGTHS (TO INCLUDE PROGRESS TOWARDS TARGETS)	EVIDENCE	ISSUES TO BE ADDRESSED	
<ul style="list-style-type: none"> • Increasing managed workspace and plans for future developments • JSA levels falling long term • New North London Inward Investment agency established with a focus on growth and business retention 	<ul style="list-style-type: none"> • New space at Chocolate Factory 2, Bounds Green, Lynx Depot and Rangemoor Road all in pipeline • JC+ published stats • Launched Oct 04 – contributions from all boroughs including a secondee from LBH. LDA will announce further 2 years funding this summer. 	<ul style="list-style-type: none"> • The fall has been maintained but has flattened out 	

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haringey strategic partnership

Haringey's Local Strategic Partnership

**Improvement Plan
2006-2007**

**Haringey local strategic partnership core members:
Haringey Strategic Partnership**

Haringey Council
Haringey Teaching Primary Care Trust
Job Centre Plus
Learning and Skills Council (London North)
Metropolitan Police
Middlesex University
College of North East London
Metropolitan Housing Trust

The Bridge New Deal for Communities
Homes for Haringey (ALMO)
Haringey Peace Alliance
Race Equality Joint Consultative Committee
Haringey Community Empowerment Network
Haringey Association of Voluntary and Community Organisations
Haringey Members of Parliament
Haringey Member of the Greater London Authority

Haringey's Partners across the Thematic Partnerships

Barnet, Enfield and Haringey Mental Health Trust
Business Link for London
Collage Arts
College of North East London (CONEL)
Connexions North London
English Nature
Environment Agency
Greater London Enterprise (GLE)
Great Ormond Street Hospital
Haringey Association of Voluntary and Community Organisations
Haringey Community Empowerment Network
Haringey Community & Police Consultative Group
Haringey Council
Haringey Fire Service
Haringey Mobility Forum
Haringey Peace Alliance (Faith Groups)
Haringey Probation Service

Haringey Teaching Primary Care Trust
Hornsey Housing Trust
Job Centre Plus
Learning and Skills Council (North London)
London Development Agency
London Remade
Magistrates Court
Metropolitan Police Service
North London Chamber of Commerce
North Middlesex University Hospital NHS Trust
Selby Trust
Thames Water
The Bridge New Deal for Communities (NDC)
The Mall Corporation (Wood Green Shopping City)
Transport for London
Whittington Hospital NHS Trust

Contents

1.0 INTRODUCTION.....	4
2.0 2006/2007 OUTCOMES/DELIVERY	5
2.1 Education.....	5
2.2 Housing.....	14
2.3 Health	18
2.4 Crime	22
2.5 Liveability	27
2.6 Worklessness.....	30
3.0 2006/07 PARTNERSHIP WORKING	33

1.0 Introduction

Haringey Strategic Partnership was established in March 2002 with a purpose to make the Borough a better place to live and work, by improving services. It provides a forum for agreeing the Boroughs priorities and strategic actions to benefit the whole community of Haringey. Since its establishment the Partnership has undertaken a range of activities including producing a community strategy, the boroughs neighbourhood renewal strategy and the implementation of these strategies through the performance management framework.¹

This improvement plan brings together areas for improvement arising out of a review of performance over last year (2005/06). The improvements identified cover the core delivery areas (Education, Housing, Health, Crime, Liveability and Worklessness) and Partnership Working.

The plan is structured under two separate, yet related areas: outcomes (delivery) and partnership working. Each section includes a brief description of the actions and priority interventions to improve performance over the coming year (06/07).

¹ Community Strategy and Neighbourhood Renewal Joint Action Plan 2005/06.

2.0 2006/2007 Outcomes/Delivery

2.1 Education

2.1 Education	
National Floor Targets	<p>Foundation Stage Improve children's communication, social and emotional development so that by 2008 53% of children reach a good level of development by the end of the Foundation stage and reduce inequalities between the level of development achieved by children in the 20% most disadvantaged areas and the rest of England</p> <p>Key Stage 2 Raise standards in English and Maths so that:</p> <ul style="list-style-type: none"> - by 2006 85% of 11 year olds achieve level 4 or above, with this level of performance sustained to 2008; and - by 2008, the proportion of schools in which fewer than 65% of pupils achieve level 4 or above is reduced by 40% <p>Key Stage 3 Raise standards in English, Maths, ICT and Science in secondary education so that:</p> <ul style="list-style-type: none"> - by 2007, 85% of 14 year olds achieve level 5 or above in English, Maths and ICT (80% in Science) nationally, with this level performance sustained to 2008; - by 2008, in all schools at least 50% of pupils achieve level 5 or above in each of English, Maths and Science <p>GCSEs By 2008, 60% of those aged 16 to achieve the equivalent of 5 GCSEs at grades A* to C; and in all schools at least 20% of all pupils to achieve this standard by 2004, rising to 25% by 2006 and 30% by 2008</p> <p>Teenage Pregnancy (included in Health section) Under 18 conception rate Reducing the under 18 conception rate by 50% by 2010, as part of a broader strategy to improve sexual health.</p>

2.1 Education			
Actions 06/07			
Description	Key Milestones	Delivery bodies/partnerships	Lead Officer/partner
Vulnerable Children and young people			
Improve outcomes for vulnerable children and young people through implementing strategies that will ensure earlier intervention.	<ul style="list-style-type: none"> Establish three geographical Children's Networks by 2007 	Children and Young People's Strategic Partnership	Haringey Council
	<ul style="list-style-type: none"> Establish 18 Children's Centres by April 2008 	Children and Young People's Strategic Partnership	Haringey Council
	<ul style="list-style-type: none"> Implement a Family Support Strategy by 2007 	Children and Young People's Strategic Partnership	Haringey Council
Improve life chances for looked after children and care leavers.	<ul style="list-style-type: none"> Improve annual health checks and health planning for vulnerable children and young people, including the provision of sexual health advice, to reach 90% of them by 2007 and 95% of them by 2009 	Children and Young People's Strategic Partnership	Haringey Teaching Primary Care Trust
	<ul style="list-style-type: none"> Reduce the number of looked after children and young people living more than twenty miles from Haringey to 20% by 2007 and to 15% by 2009 	Children and Young People's Strategic Partnership	Haringey Council
	<ul style="list-style-type: none"> Reduce the number of conceptions under 18 for looked after young people and care leavers by 10% in 2007 by targeted work with both the young people and their foster carers. See priority 7 in Be Healthy. 	Children and Young People's Strategic Partnership/Teenage Pregnancy Partnership	Haringey Council
Improve outcomes for children and young people with disabilities.	<ul style="list-style-type: none"> Integrate all services to children and young people with disabilities and their families by 2008 	Children and Young People's Strategic Partnership	Haringey Council

2.1 Education			
	<ul style="list-style-type: none"> Establish additional and targeted provision in mainstream schools for children and young people with Autistic Spectrum Disorder, Asperger's Syndrome and sensory impairments 	Children and Young People's Strategic Partnership	Haringey Council
Be Healthy			
Reduce the number of still births and babies who die before their first birthday.	<ul style="list-style-type: none"> Reduce the number of women who book late early for antenatal care; increase the number who start breast feeding from 64% in 2003/04 to 79% in 2006/07 and to 81% in 2007/08; reduce the number smoking in pregnancy from 11% in 2003/04 to 5% in 2007/08. 	Children and Young People's Strategic Partnership	Haringey Teaching Primary Care Trust
	<ul style="list-style-type: none"> Improve support to families through the implementation of a wide-ranging Family Support Strategy 	Children and Young People's Strategic Partnership	Haringey Council
Promote healthier lifestyles to children, young people and parents.	<ul style="list-style-type: none"> Reduce the number of children and young people with obesity by implementing the obesity strategy and by developing sport, leisure and recreational opportunities. See priority 13 in Enjoy and Achieve 	Children and Young People's Strategic Partnership	Haringey Council/Haringey Teaching Primary Care Trust
	<ul style="list-style-type: none"> Ensure that all schools take part in the National Healthy School Programme and that half achieve the Healthy Schools accreditation level 3 by December 2007, with the remainder by 2009 	Children and Young People's Strategic Partnership	Haringey Council
	<ul style="list-style-type: none"> Reduce the number of children and young people who live in temporary and unsuitable accommodation with all provision rated at level 	Children and Young People's Strategic Partnership	Haringey Council

2.1 Education			
	C by 2007 and 50% rated level B or above by 2009		
Prevent young people from developing mental health problems by strengthening their emotional wellbeing and self-esteem and improve services to those who have mental health needs.	<ul style="list-style-type: none"> Reduce the number of children and young people being referred for emotional and behavioural difficulties and the number educated outside the school system by supporting schools to develop more effective school-based programmes that support emotional literacy and by strengthening the work of the integrated services to children and families 	Children and Young People's Strategic Partnership	Haringey Council/Haringey Teaching Primary Care Trust
	<ul style="list-style-type: none"> Improve the quality and timeliness of services for children and young people with mental health needs by delivering better focused treatment and by reducing year on year the number who require in-patient treatment, and work with young people to achieve a Kitemark for local mental health services. 	Children and Young People's Strategic Partnership	Haringey Teaching Primary Care Trust
	<ul style="list-style-type: none"> Improve access to the Child and Adolescent Mental Health Services (CAMHS) through a single point of contact, and especially for children with learning difficulties 	Children and Young People's Strategic Partnership	Haringey Teaching Primary Care Trust
Work with young people to reduce teenage conception rates in Haringey as part of a broader aim to improve sexual health.	<ul style="list-style-type: none"> Reduce under-18 conception rates to 40 per 1,000 by 2007, 34 per 1,000 by 2009 and to 30 per 1,000 by 2010, and achieve a downward trend in under-16 rates, by improving access to sexual health and family planning services for young people. See 	Children and Young People's Strategic Partnership	Haringey Council/Haringey Teaching Primary Care Trust

2.1 Education			
	priority 2 in Vulnerable Children & Young People.		
	<ul style="list-style-type: none"> Improve the advice to children and young people on sex and relationships available in schools, community and youth settings through multi-agency programmes 	Children and Young People's Strategic Partnership	Haringey Council/Haringey Teaching Primary Care Trust
	<ul style="list-style-type: none"> Provide targeted work through the Teenage Pregnancy Strategy and the Sexual Health Strategy, including one-to-one sessions for younger people at risk to improve their engagement with services, delay sexual activity and promote healthier choices. 	Children and Young People's Strategic Partnership	Haringey Council/Haringey Teaching Primary Care Trust
Enjoy and achieve			
Improve the quality of early years education.	<ul style="list-style-type: none"> Ensure that by 2007 the quality of provision in the Foundation Stage is judged by Ofsted to be 100% satisfactory with at least 85% and by 2009 90% good or better. 	Children and Young People's Strategic Partnership	Haringey Council
	<ul style="list-style-type: none"> Provide high quality integrated provision for the care and development of young children through Children's Centres (ten centres by April 2006 and a further eight by 2008). Together they will provide more than 700 new childcare places, family and child health services, family support and training opportunities together with childcare places to enable teenage parents to engage in education. 	Children and Young People's Strategic Partnership	Haringey Council
	<ul style="list-style-type: none"> Provide a wide range of Family Learning opportunities to parents and their children at pre-Foundation and Foundation Stage to boost 	Children and Young People's Strategic Partnership	Haringey Council

2.1 Education			
	early years attainment levels, particularly for those who are vulnerable.		
Enable children and young people to enjoy wider opportunities through a broad curriculum and out-of-school learning activities.	<ul style="list-style-type: none"> Support schools (at least 30 primary and 4 secondary by 2008) to provide a range of extended services, including play services, for children, young people and families in each Children's Network in line with local needs 	Children and Young People's Strategic Partnership	Haringey Council
	<ul style="list-style-type: none"> Support and promote the partnership between mainstream, supplementary and community language schools to ensure that children and young people from Black and Minority Ethnic communities can be better supported to reach their full potential. 	Children and Young People's Strategic Partnership	Haringey Council
	<ul style="list-style-type: none"> Ensure that 75-80% of 5-16 year olds in Haringey engage in a minimum of two hours of high quality PE and school sport every week and that as many children as possible benefit from high quality play opportunities as a result of our Play Strategy 	Children and Young People's Strategic Partnership	Haringey Council
Improve attendance and raise standards of achievement for all children and young people reflected across all sections of our community.	<ul style="list-style-type: none"> Reduce the percentage of pupils absent from primary schools from 6.4% (1.2% unauthorised, 5.2% authorised) (January 2006) to 5.8% (1.0% unauthorised, 4.8% authorised) by January 2007 and to 5.4% (0.9% unauthorised, 4.5% authorised) by Jan 2009 and target schools where attendance is not improving consistently. 	Children and Young People's Strategic Partnership	Haringey Council
	<ul style="list-style-type: none"> Reduce the percentage of pupils absent from secondary schools from 8.63% (1.9% unauthorised, 6.73% authorised) (January 2006) to 8.4% (1.7% unauthorised, 6.7% authorised) in 2007 and to 8.2% (1.6% 	Children and Young People's Strategic Partnership	Haringey Council

2.1 Education			
	unauthorised, 6.6% authorised) by Jan 2009 and target schools where attendance is not improving consistently.		
	<p>Post 16 Students</p> <ul style="list-style-type: none"> • Increase the average A Level point score per student to 210 points by 2006 and to 230 points by 2008 (current baseline 188.8). • Increase the average point score per exam entry to 75 points by 2006 and to 80 points by 2008 (current baseline 72.3). 	Children and Young People's Strategic Partnership	Haringey Council
	<p>Children and young people from minority ethnic communities</p> <ul style="list-style-type: none"> • Reduce further year on year the current attainment gap between students from African, Caribbean, Turkish and Kurdish communities with White UK students by at least another 2% for each group. 	Children and Young People's Strategic Partnership	Haringey Council
	<p>Looked After Children</p> <ul style="list-style-type: none"> • By 2007 100% of looked after children have Personal Education Plans (2006 baseline 92%) which set out what support they need to receive in school and which will be reviewed regularly. • In 2006 14% of looked after young people who have been in care for 12+ months will achieve 5+A*-C GCSEs at the end of Year 11 (age 16) (2005 results 12%), 45% will achieve 5+A*-G GCSEs (2005 results 41%) and 60% will achieve 1+A*-G GCSE (2005 results 57%). 	Children and Young People's Strategic Partnership	Haringey Council
	<p>High Attainers</p> <ul style="list-style-type: none"> • Increase the percentage of 11 year olds attaining Level 5 in English to 26% in 2006 and 	Children and Young People's Strategic	Haringey Council

2.1 Education			
	<p>to 28% in 2007 (2005 result 25%) and in Maths to 26% in 2007 and to 28% in 2009 (2005 result 25%).</p> <ul style="list-style-type: none"> • Increase the percentage of pupils attaining 4 or more A*/A grades at GCSE to 12% in 2006 and to 14% in 2007 (2005 result 11%). 	Partnership	
	<p>Low Attainers</p> <ul style="list-style-type: none"> • Reduce the percentage of 11 year olds in 2006 attaining Level 2 or below in English to 9% (2005 result 9.9%), and the percentage attaining Level 2 or below in Maths to 9.2% (2005 result 10.1%). • Ensure that by 2006 96% of young people leave school with at least one formal qualification, and by 2007 at least 99% do so (2005 result 95%). 	Children and Young People's Strategic Partnership	Haringey Council
	<p>Children and Young People with Special Educational Needs (SEN)</p> <ul style="list-style-type: none"> • Ensure that children and young people with SEN access a wide range of educational opportunities and specialisms and take part in inclusive learning experiences. • Ensure that children and young people with SEN achieve the highest standards and that their progress is positively measured and reported through appropriate tools such as P Scales. • Ensure that the provision specified in statements remains under review to ensure that the needs 	Children and Young People's Strategic Partnership	Haringey Council

2.1 Education			
	of children and young people are met.		
	<p>Pregnant school girls and school-age parents</p> <ul style="list-style-type: none"> • Ensure that every pregnant schoolgirl and school-age parent has an education development and support plan by September 2006. • Ensure that 90% of all pregnant schoolgirls and school-age parents have an offer through Connexions under the September guarantee by September 2007 (baseline 45%). 	Children and Young People's Strategic Partnership	Haringey Council
	<p>Children and young people who move home or schools frequently</p> <ul style="list-style-type: none"> • Improve outcomes for this group of children and young people by working closely with the 10 primary schools with the most mobile pupils (defined using Ofsted data) to reduce the impact of their mobility. • Achieve by the end of the academic year 2006/7 a 10% reduction in mobility in each of the targeted schools (compared with 2004/5) and the end of the academic year 2007/8 a 20% reduction. 	Children and Young People's Strategic Partnership	Haringey Council

2.2 Housing

2.2 Housing	
National Floor Target	By 2010, bring all social housing onto decent condition with most of this improvement taking place in deprived areas, and vulnerable households in the private sector, including families with children, increase the proportion who live in homes that are in a decent condition.
Local Target	<p>Average SAP rating of local authority owned dwelling LPSA Target: 64 in 2006 Performance in 04/05: 58</p> <p>Average re-let time (days) for local authority dwellings LPSA Target: 25 in 2006 Performance in 04/05: 29.6</p> <p>Percentage of permanent social lettings which are Choice Based Lettings LPSA Target: 80% in 2006 Performance in 04/05: 69%</p> <p>Tenancies re-housed under the Moving out of London Scheme LPSA Target: 50 in 05/06 Performance in 04/05: 23</p> <p>The number of under-occupied tenancies re-housed LPSA Target: 95 in 05/06 Performance in 04/05: 45</p> <p>Number of people placed in long term extra care sheltered housing places, excluding step down provision. LPSA Target: 45 in 05/06 Performance in 04/05: 60</p>

2.2 Housing			
Actions 06/07			
Description	Key Milestones	Delivery bodies/partnerships	Lead Officer/partner
Commission private sector stock condition survey in 2006/07 to assist in targeting private sector improvement works.	<ul style="list-style-type: none"> • Lead discussions in the sub-region on joint commissioning • Scope survey and procurement process • Commission survey 	Sub-regional partnership	Housing Partnership Manager
Use BRE modelling, private sector stock condition survey and thermal imaging to target energy efficiency work where most required, to most vulnerable households. Focus available NRF, external and sub-regional funding to compliment existing schemes. As energy efficiency is an area that most private sector homes fail decent homes standard, this should lead to significant improvements in non-decency and fuel poverty levels.	<ul style="list-style-type: none"> • Re-sign Here to HELP contract • Commission thermal imaging • Hold events and road shows to publicise energy efficiency work • Reduce private sector non-decency levels • Reduce fuel poverty in 100 households 	Eaga, British Gas, Haringey Council, Homes for Haringey	Housing Partnership Manager
Implement RSL preferred partnering arrangements to reduce the number of developing RSLs in the borough and to improve their engagement in regeneration of communities.	<ul style="list-style-type: none"> • Questionnaire finalised May 06 • Selection of partners July 06 • Scheme in place and "preferred partners" finalised October 06 	Haringey Council	Housing Supply Manager
Housing "Network" to be established- a wide ranging network of stakeholders meeting	<ul style="list-style-type: none"> • Hold housing conference September 06 • Scope terms of reference with partners • First meeting in March 07 	Haringey Council	Housing Partnership Manager

2.2 Housing			
half yearly and kept engaged through email etc to act as a consultative forum, implementing a system of "active" members depending on interest in particular issues.			
Pilot of joint working in Tottenham Hale ward between some 20 RSLs operating in the ward to trial joint procurement/lead agency working/service standard improvements between RSLs and Homes for Haringey targeted at environmental and antisocial behaviour services.	<ul style="list-style-type: none"> • Mapping of tenure • Hold joint estate inspections • Joint tenant consultation • Agree joint services • Develop improvement plan • Assess pilot 	Housing Association Forum	Director of Hornsey Housing Trust
Implement Prevention and Options service as integrated response to homelessness	<ul style="list-style-type: none"> • Go live with pilot scheme • Refurbish Customer Services Centre • Implement new policies and procedures • Evaluate pilot and roll out new service 	Housing Council	Head of Housing Needs
Join and implement Home Connections sub-regional choice based lettings scheme	<ul style="list-style-type: none"> • Implement new system August 06 • Marketing plan roll-out August 06 • Testing of new system September 06 • Go live October 06 	Sub-regional partnership	Head of Housing Needs
Develop and implement high quality monitoring and partnership working arrangements between Haringey and Homes for Haringey	<ul style="list-style-type: none"> • Establish monitoring arrangements • Ensure appropriate HfH representation on liaison forums • Agree joint working arrangements and key objectives 	Haringey Council/Homes for Haringey	Head of Housing Strategy and Performance

2.2 Housing			
<p>Develop and maintain a comprehensive evidence based understanding of the housing market in Haringey and surrounding areas and housing supply/demand issues.</p>	<ul style="list-style-type: none"> • Develop ward based profile of Haringey housing need based on housing needs survey • Integrate supply demand model and in-house data • Compile and integrate housing needs data collected by housing association partners 	<p>Haringey Council</p>	<p>Head of Housing Strategy and Performance</p>

2.3 Health

2.3 Health			
National Floor Targets		<p>Reduce health inequalities by 10% by 2010 as measured by infant mortality and life expectancy at birth. Starting with Local Authorities, by 2010 to reduce by at least 10% the gap between the fifth of areas with the worst health and deprivation indicators and the population as a whole. (By 2010, increase average life expectancy at birth in England to 78.6 years for men and 82.5 years for women)</p> <p>Substantially reduce mortality rates by 2010:</p> <ul style="list-style-type: none"> • from heart disease and stroke related diseases by at least 40% in people under 75, with a 40% reduction in the inequalities gap between the fifth of areas with the worst health and deprivation indicators and the population as a whole; • from cancer by at least 20% in people under 75 with a reduction in the inequalities gap of at least 6% between the fifth of areas with the worst health and deprivation indicators and the population as a whole; • from suicide and undetermined injury by at least 20% • by reducing adult smoking rates to 21% or less with a reduction in prevalence among routine and manual groups to 26% or less • by reducing the gap in infant mortality by at least 10% between “routine and manual groups” and the population as a whole <p>Reduce the under 18 conception rate by 50% by 2010, as part of a broader strategy to improve sexual health.</p>	
Actions 06/07			
Description	Key Milestones	Delivery bodies/Partnerships	Lead Officer/partner
<p>Promote healthy living and reduce health inequalities in Haringey (including encouraging people to use leisure services and take up learning and recreational</p>	<ul style="list-style-type: none"> • Production of Life Expectancy Plan (taking account of Healthier Haringey Conference outcomes and Choosing Health/Self Assessment. • Review the Health Impact Assessment strategy • Expand the use of Equity Audits 	<p>Well-being Partnership Board</p> <p>Healthier Communities Executive</p>	<p>Haringey Council</p> <p>Haringey Teaching Primary Care Trust</p>

2.3 Health			
opportunities)			
Increase physical activity	<ul style="list-style-type: none"> Establish baseline figures for community participation in sport/leisure/health related activities Review evidence base for exercise referral schemes Develop partnerships between Haringey Council, Haringey Teaching Primary Care Trust, and Health for Haringey supporting the development of the healthy living centre programme, targeting disadvantaged groups Run the Fit for Life 8 week programme focussing on diet and exercise 	Sport and Physical Activity Board Sport and Physical Activity Board Sport and Physical Activity Board Healthier Communities Executive	Haringey Council Haringey Teaching Primary Care Trust Haringey Teaching Primary Care Trust Haringey Council
Improve access to healthy food and nutrition	<ul style="list-style-type: none"> Further develop and implement the community nutrition programme to disseminate healthy eating messages including cook and eat sessions targeting disadvantaged groups Develop an Obesity Strategy Establish a programme to monitor the height and weight of children across two year groups annually (Reception and Year 6) to monitor childhood obesity in line with guidance from the Department of Health Increase the number of schools achieving healthy schools status 	Healthier Communities Executive Healthier Communities Executive Healthier Communities Executive Children and Young People's Strategic Partnership	Haringey Teaching Primary Care Trust Haringey Teaching Primary Care Trust Haringey Teaching Primary Care Trust Haringey Council
Reduce the number of people smoking	<ul style="list-style-type: none"> Implement the Council's revised No smoking Policy Embed Haringey smoke free award Prepare for forthcoming legislation to ban smoking in enclosed public spaces Promote smoking cessation services 	Well-being Partnership Board	Haringey Council Haringey Teaching Primary Care Trust Haringey Council

2.3 Health			
			Haringey Teaching Primary Care Trust
Protect all adults (including safeguarding people in transition from childhood to adulthood and preventing abuse occurring wherever possible and to deal with it appropriately and effectively if it does occur)	<ul style="list-style-type: none"> • Deliver training programme on Adult Abuse for all support staff within hospitals and private sector • Review the Prevention Team, which enables Older People to live independently and thus avoid the likelihood of falls 	Adult Protection Committee Older Peoples Partnership	Haringey Council Haringey Council
Encourage opportunities for active living (including getting involved and volunteering)	<ul style="list-style-type: none"> • Increase volunteering opportunities locally 	Healthier Communities Executive	HAVCO
Enable people to have a minimum standard of living (including creating opportunities for employment and access to benefit entitlements as appropriate)	<ul style="list-style-type: none"> • Raise educational attainment and the employment rate in the east of borough by focusing activity on young people and public service users • Pilot activity with Haringey Teaching Primary Care Trust to reduce the number of incapacity benefit claimants • Pilot activity to increase the employment rate amongst disadvantaged groups • Develop Anti-Poverty initiatives including Housing and Council Tax Benefits uptake • Deliver Pathway into Employment training scheme • Further develop the Business Lounge resource to support existing and emerging local businesses 	Children and Young People's Strategic Partnership Haringey Employment Partnership Haringey Employment Partnership Well-being Partnership Board Well-being Partnership Board Healthier Communities Executive	Haringey Council Haringey Council Haringey Council Haringey Council CONEL Haringey Council

2.3 Health			
Ensure opportunities are available for socialising and life long learning (including ensuring that people are able to get out and about)	<ul style="list-style-type: none"> Extend Library opening hours to at least one late-night opening and major Libraries to be open on Sundays Increase adult learning opportunities 	Well-being Partnership Board	Haringey Council
		Well-being Partnership Board	HALS
Enable people to live independently for as long as possible in their own homes (exercising choice and control over their lives)	<ul style="list-style-type: none"> Evaluate night time Home Care Service Implement Scrutiny Review of Intermediate Care Services 	Older People Partnership Older People Partnership	Haringey Council Haringey Council
Meet current and future housing need (ensuring statutory housing need is met, extending options and choice, and that related support services are provided)	<ul style="list-style-type: none"> Work with Job Centre+ and Reed in partnership on measures designed to get homeless women into work/training/become more economically active Establish a Health and Housing Forum to develop initiatives to tackle housing related health inequalities Continue to provide high quality floating support to those with housing support needs across all tenures Develop initiatives to tackle fuel poverty 	Housing Partnership	Haringey Council
		Well-being Partnership Board	Haringey Council
		Supporting People Partnership Board	Haringey Council
		Housing Executive	Haringey Council

2.4 Crime

2.4 Crime				
National Floor Targets	<p>PSA 1: To reduce crime by 20.5% compared to 2003-04 by 2008.</p> <p>PSA 2: Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the criminal justice system without compromising fairness. This will be measured through local annual residents' survey - and the target will be measured at a London level, not at a Borough level.</p> <p>PSA 3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice by 1.25 million nationally (locally this works out at 7,038).</p> <p>PSA 4: Reduce the harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the criminal justice system.</p> <p>PSA (Drugs): Increase the participation of problematic drug users in treatment programmes by 100% by 2006 and increase year on year the proportion of users successfully sustaining or completing treatment programmes.</p> <p>PSA (Drugs) Reduce the use of Class A drugs and the frequent use of any illicit drugs amongst all young people under the age of 25, especially amongst the most vulnerable young people.</p>			
	Local Targets	Target 2005/06	Target 2006/07	Target 2007/08
	B1.2 Total number in treatment	1200	1343	1670
	B2.2 Percentage retained in treatment for 12 weeks or more	65%	70%	75%

2.4 Crime			
Actions 06/07			
Description	Key Milestones	Delivery bodies/partnership	Lead Officer/partner
Reduce crime in the key BCS basket of 10 (PSA1) Target 06/07 = 7.8% reduction compared with 2003/4 baseline	<ul style="list-style-type: none"> • Focused partnership work in Super Output Area(s) • Review of CCTV usage and effectiveness • Improved and joined up strategic and operational action plans • Co-ordinated communications and community engagement plans • Improved resource management • Better use of good practice nationally and especially in similar boroughs • Developed intervention logic for programmes aimed at reducing violence 	Acquisitive Crime board Other violent crime board Safer Communities Executive Board, Better Places Board	Head of Safer Communities Unit/Community Safety Strategic Manager
Early intervention and reduction in youth crime and anti-social behaviour	<ul style="list-style-type: none"> • Finalise and implement Youth Crime Prevention Strategy • Reduce by 2% the number of first time entrants to the youth justice system. • Reduce the recidivism rates against the 2002 cohort after 24 months for all young offenders • Reduce the recidivism rates against the 2003 cohort after 24 months by 5% • Targeted work with Children's Services, YOS and schools to address youth crime hotspots, esp robbery • More investment in skills' building, working closer with the Enterprise Board • Implement relevant areas of the Respect Agenda e.g. focused work with families, common to 	Safer Communities Executive Board, YOS, Children and Young People Partnership Board, Enterprise Partnership.	Head of Safer Communities Unit/Community Safety Strategic Manager

2.4 Crime			
	<p>partnership</p> <ul style="list-style-type: none"> • Community engagement plan to address young people and families more effectively • Improve data collection, analysis and baseline development on anti social behaviour and youth crime • Assess youth outreach development potential • Maximise outcomes from modernised youth provision • Improve partnership involvement in preventing and dealing with anti social behaviour – esp. community mental health teams, schools, neighbourhood managers etc. • Improve joint planning with enforcement and environmental services in key locations 		
Reassure the public, reducing fear of crime and ASB and building confidence – (PSA2)	<ul style="list-style-type: none"> • Roll out and integrate the work of Neighbourhood Policing Team to all wards • Roll out and further integrate the Neighbourhood Management model to 7 areas • Capture and use improved community intelligence • Involve the community in problem solving and focused work in persistent hot spot areas (Northumberland Park, Noel Park with joined up service delivery). • Finalise and implement a communications/ media plan – achieving more synergy with the Better Haringey brand and programmes 	ASB Partnership Board, Safer Communities Executive Board, Better Places Board	<p>Head of Safer Communities Unit/Community Safety Strategic Manager</p> <p>Haringey Strategic Partnership</p>
Development of Tier 2/3 poly drug/crack service in the north of the borough	<ul style="list-style-type: none"> • To improve overall retention rate of all groups, especially crack cocaine users 70% in 2006/07 and 75% by 2007/08. 	Joint Commissioning Group/DAAT Board	DAAT Strategic Manager

2.4 Crime			
Bolstering of SHOC (women's sex worker project) to deliver treatment services to crack/poly drug using women	<ul style="list-style-type: none"> SHOC delivering low threshold prescribing services and other structured interventions for sex workers by Sep 2006. Effectiveness of this reviewed as a means of increasing women into treatment, currently 28%. Pilot court diversion scheme for sex workers as a means of further engaging sex workers into structured drug treatment (review in September 06). 	Joint Commissioning Group/DAAT Board	DAAT Strategic Manager /Joint Commissioning Manager
Commissioning strategy for Tier 4 provision (including block contracts for detox rehab and longer term plan of buying into sector wide inpatient facility)	<ul style="list-style-type: none"> Block contracts signed in Summer 2006 Ongoing work with Islington, Camden, Barnet & Enfield on progressing a North London in-patient detox facility 	Joint Commissioning Group/DAAT Board	DAAT Strategic Manager /Joint Commissioning Manager
Expansion of existing statutory drug service (DASH) to meet additional numbers of people entering treatment via Required Assessment.	<ul style="list-style-type: none"> Increase opening hours of DASH Drop (April 06) to increase uptake of drug treatment by 10-15 %. Review in Oct 06 to access continuation. 	Joint Commissioning Group/DAAT Board	DAAT Strategic Manager /Joint Commissioning Manager
Continue to commission our employment and training service - Kinesis to provide training and employment options for substance misusers and build on our existing aftercare provision	<ul style="list-style-type: none"> Continue to commission our employment and training service - Kinesis to provide training and employment options for substance misusers and build on our existing aftercare provision. 	Joint Commissioning Group/DAAT Board	DAAT Strategic Manager /Joint Commissioning Manager
Use the findings from our	<ul style="list-style-type: none"> The placement of Aftercare workers (on a rota 	Joint Commissioning	DAAT Strategic

2.4 Crime			
research into accommodation needs to further develop housing options for specific groups such as sex workers in partnership with Supporting People.	<p>basis) in the Vulnerable Adults Team within Housing - offering a clear pathway/assessment process to appropriate temporary and permanent accommodation, e.g. Bed-sit Scheme (project New Start), Rent Deposit Scheme or other appropriate accommodation.</p> <ul style="list-style-type: none"> Expansion of Bed-sit scheme to meet accommodation of female sex workers in particular and women in genera (from 5 bed spaces to 10). 	Group/DAAT Board	Manager /Joint Commissioning Manager
DAAT is to undertake a review of the young persons commissioning. This is to ensure services target and engage young people from vulnerable groups.	<ul style="list-style-type: none"> Review report agreed by DAAT Board, June 2006. A new commissioning structure in place by 2007. 	Young People Substance Misuse Commissioning Group/DAAT Board	DAAT Young Persons Co-ordinator
Support people into employment through employment brokerage service in day care provision.	<ul style="list-style-type: none"> Outreach into 10 community settings Monitor number of referrals and draw-up Personal Development Plans 	Mental Health Partnership Board/ Welfare to Work Partnership	Regional Manager Richmond Fellowship Employment and Training

2.5 Liveability

2.5 Liveability			
National Floor Targets	BVPI 199: Proportion of relevant land and highways having deposits of litter and detritus BVPI 199a: Litter BVPI 199b: Graffiti BVPI 199c: Flyposting BVPI 199d: Flytipping		
Actions 06/07			
Description	Key Milestones	Delivery bodies/partnerships	Lead Officer/partner
Develop greater civic pride			
	<ul style="list-style-type: none"> Deliver a planned communication programme to inform residents about key environmental projects and initiatives, raise awareness of environmental issues and promote resident participation and engagement 	Haringey Council Better Places Partnership	Assistant Director- Street Scene
	<ul style="list-style-type: none"> Deliver the annual Better Haringey awards event to celebrate community involvement in protecting and improving the environment and promote awareness 	Better Places Partnership	Assistant Director- Street Scene
	<ul style="list-style-type: none"> Produce programme of information and communication targeted to the Super Output Areas to promote recycling rates 	Haringey Council Recycling Works Services Haringey Accord	Assistant Director – Street Scene
	<ul style="list-style-type: none"> Green Outreach – providing a presence in parks / open spaces – environmental education and awareness 	Haringey Council British Conservation Trust for Volunteers	Assistant Director - Recreation

2.5 Liveability			
Create a cleaner and more sustainable environment			
	<ul style="list-style-type: none"> Roll out of co-mingled recycling collections to 40,000 households 	Haringey Council Recycling Works Services Haringey Accord	Assistant Director – Street Scene
	<ul style="list-style-type: none"> Roll out of green & organic waste collection 	Haringey Council Recycling Works Services Haringey Accord	Assistant director – Street Scene
	<ul style="list-style-type: none"> Complete climate change audit of activity across the partnership – develop a strategy to promote strong partnership working on climate change in the Borough 	Haringey Council Better Places Partnership	Assistant Director - Planning
	<ul style="list-style-type: none"> Introduce targeted clean up teams, increased street cleaning and community clear ups in the three super output areas 	Haringey Council Haringey Accord	Assistant director – Street Scene
	<ul style="list-style-type: none"> Deliver an enhanced street enforcement programme aimed at tackling fly-tipping and dumping, removal of abandoned vehicles and reducing anti social behaviour 	Haringey Council	Assistant Director - Enforcement
	<ul style="list-style-type: none"> Investment in sustainable energy – policy and strategy development to identify and scope future investment in sustainable energy 	Haringey Council	Assistant Director - Planning
	<ul style="list-style-type: none"> Enhanced programme of energy/fuel efficiency improvements in private sector homes 	Haringey Council Energy suppliers	Assistant Director - Enforcement
Clean, accessible & safe transport and improved road safety			
	<ul style="list-style-type: none"> Deliver a package of road safety education and safety campaigns including walking buses 	Haringey Council Schools Parents	Assistant Director – Street Scene

2.5 Liveability			
	and school travel plans		
	<ul style="list-style-type: none"> • Deliver a programme of road safety and traffic calming measures and schemes 	Haringey Council	Assistant Director – Street Scene
	<ul style="list-style-type: none"> • Research and produce a policy framework for developing and expanding accessible transport for residents in the borough with restricted mobility 	Haringey Council Haringey Mobility Forum	Assistant Director – Business Improvement
Better places for relaxation, enjoyment and activity			
	<ul style="list-style-type: none"> • Deliver a major programme of capital works to improve local parks 	Haringey Council	Assistant Director - Recreation
	<ul style="list-style-type: none"> • Deliver a package of investment aimed at improving smaller, green open spaces – tree planting, signage and furniture 	Haringey Council Parks User/Friends Groups Groundwork	Assistant Director - Recreation
	<ul style="list-style-type: none"> • Partnership project to increase fitness activities/sports participation among young people 	Haringey Council/ Better Places Partnership	Assistant Director - Recreation
	<ul style="list-style-type: none"> • Introduce Free Youth Active Card Programme 	Haringey Council/Better Places Partnership	Assistant Director- Better Places Partnership

2.6 Worklessness

2.6 Worklessness			
National Floor Target	<p>For those living in the wards with the worst labour market position that are also located within the districts in receipt of NRF, significantly improve their overall employment rate and reduce the difference between their employment rate and the overall employment of England.</p> <p>An improvement by 2007/08 of one percentage point in the overall employment rate for those living in the Local Authority wards with the worst labour market position that are also located within Local Authority Districts in receipt of NRF.</p>		
Local Targets	<p>Reduce the percentage of NEET to 12.9%.</p> <p>Reduce the number of JSA/IB.</p>		
Actions 06/07			
Description	Key Milestones	Delivery bodies/partnerships	Lead Officer/partner
<p>Employ ULV Framework Component projects Stansted and Construction Web</p> <p>4 major contracts commissioned delivering employment & skills support including job brokerage to Lone Parents, BME communities, Refugees, Disabled people</p>	<ul style="list-style-type: none"> New JCP co-financing programme supporting Stansted pre-employment training from April 06 S106 agreements with Construction Web negotiated in 2006/07 leading to increased local labour outcomes All 4 contracts delivering to March 2007. 	<p>Urban Futures</p> <p>Major contracts delivered through consortia led by Enfield Council, Delta Club, John Grooms and Newlon Housing</p>	<p>Chief Executive, Urban Futures</p>
<p>Employer engagement locally and across the region</p>	<ul style="list-style-type: none"> Employ ULV Employer Events 	<p>Urban Futures</p>	<p>Chief Executive, Urban Futures</p>

2.6 Worklessness			
Hard to reach communities Women Stepping Up Facilitate a training and employment programme for women particularly from BME communities. The programme offers a pathway to work, flexible outreach services, generic and intensive support, job brokerage and work placements	<ul style="list-style-type: none"> 170 women assisted with job search, 20 work placements, 17 into jobs by March 2007 	Enterprise Partnership	Haringey Women's Forum
<p>Neighbourhood working New ALG NRF/ESF co-financing programme in Haringey</p> <p>SSCF Neighbourhood Element – pilot employment interventions with three key groups Young people Services users (housing, GPs etc) who are in receipt of benefits Low skilled/low paid.</p>	<ul style="list-style-type: none"> 3 major interventions agreed April 2006 Contracts issued May 06 Delivery of employment & skills outcomes including 300 jobs by March 2008 Commissioning Strategy – June 2006 Interventions delivering from summer 06 	3 private and/or voluntary sector training and job brokerage organisations	Enterprise Partnership/Haringey Employment Partnership Enterprise Partnership
KIS Business Challenge Assisting individuals in making the transition to self-employment by providing business start-up assistance to SMEs and young adults	<ul style="list-style-type: none"> 160 businesses advised, 200 young people advised, 55 into self employment by March 07 	KIS Training	Enterprise Partnership/Haringey Employment Partnership
NEET Continue to reduce percentage of NEET to 12.9%.	<ul style="list-style-type: none"> Achieve 12.9% 	Connexions North London	Connexions North London
External funding has been secured for the borough's regeneration	<ul style="list-style-type: none"> Heartlands up to 1,200 jobs Tottenham Hale up to 300 jobs 	Haringey Council with private and public sector	Enterprise Partnership

2.6 Worklessness			
ambitions such as the ODPM's Growth Area Funding of £14m to create new jobs and homes in Tottenham Hale, Hale Wharf and London Stansted Cambridge Peterborough Corridor.		partners	
European Structural funds, LDA and Lottery funding to create new training opportunities to address the skills gap and get people into work.	<ul style="list-style-type: none"> • New NRF/ESF financing programme in Haringey May 06 – March 08 • Identification of funding streams, development of partnerships/consortia and successful bids 	3 private and/or voluntary sector training and job brokerage organisations	Enterprise Partnership
Improve uptake of supported employment places (Workstep)	<ul style="list-style-type: none"> • JCP contract to support disabled people gain and retain employment (increase take-up from 5 to 13 places by March 2007) 	Welfare to Work Partnership	Haringey Council

3.0 2006/07 Partnership Working

3.1 Strategic- priorities 06/07			
Aims	Key Actions	Responsible delivery partnership	Lead Officer/Partner
Agree vision and new Community Strategy for the Borough.	<ul style="list-style-type: none"> Undertake comprehensive consultation with residents (June to October 2006) Produce and launch new Community Strategy by April 2007 	Haringey Strategic Partnership	Assistant Chief Executive, Strategy, Haringey Council
Agree Haringey's Local Area Agreement (LAA)	<ul style="list-style-type: none"> Submit Statement of outline proposals/intentions by June 2006. Agree draft LAA by 30 September 2006 Final LAA in place January 2007 	Haringey Strategic Partnership	Assistant Chief Executive, Strategy, Haringey Council
Revise HSP governance arrangements	<ul style="list-style-type: none"> Review links with local governance structures (e.g. Area Assemblies) 	Haringey Strategic Partnership	Haringey Strategic Partnership Co-ordinator
3.2 Inclusive- prioritise 06/07			
Aims	Key Actions	Responsible delivery partnership	Lead Officer/Partner
Maintain and develop the inclusively of the LSP membership	<ul style="list-style-type: none"> Review attendance and representation 	Haringey Strategic Partnership	Haringey Strategic Partnership Co-ordinator
Establish parental and community involvement forum	<ul style="list-style-type: none"> Agree terms of reference and membership of forum 	Children and Young People Strategic Partnership	Deputy Director, Children's Services

3.3 Action-focused - priorities 06/07			
Aims	Key Actions	Responsible delivery partnership	Lead Officer/Partner
Complete role out of neighbourhood management teams across the Borough	<ul style="list-style-type: none"> All Neighbourhood teams in place by October 2007 	Haringey Strategic Partnership	Assistant Chief Executive Access
Develop neighbourhood area plans	<ul style="list-style-type: none"> Plans in place by March 2007 	Haringey Strategic Partnership	Assistant Chief Executive Access

3.4 Performance managed- priorities 06/07			
Aims	Key Actions	Responsible delivery partnership	Lead Officer/Partner
Review performance management framework and integrate with NRF, SSCF and LAA requirements.	<ul style="list-style-type: none"> New framework in place by September 2006 Agree new integrated monitoring and reporting arrangements across all thematic partnerships 	Haringey Strategic Partnership	Assistant Chief Executive Strategy

3.5 Efficient- priorities 06/07			
Aims	Key Actions	Responsible delivery partnership	Lead Officer/Partner
Improve information accessibility and communications across the local strategic partnership.	<ul style="list-style-type: none"> Develop new HSP website and make better use of electronic formats of communication. 	Haringey Strategic Partnership	Assistant Chief Executive Strategy
Revise client contract arrangements with HARCEN	<ul style="list-style-type: none"> Service level agreement in place by June 2006 	Haringey Strategic Partnership	Assistant Chief Executive Strategy

3.6 Learning - priorities 06/07			
Aims	Key Actions	Responsible delivery partnership	Lead Officer/Partner
Improve information sharing and learning across the partnership and its thematic partnership.	<ul style="list-style-type: none"> Promote active partnership networks through greater use of newsletters and updates on partner's websites. 	Haringey Strategic Partnership	Haringey Strategic Partnership Co-ordinator
Improve co-ordination of training and learning events across the strategic partnership.	<ul style="list-style-type: none"> Regular production of training opportunities Monitor the take-up of Council run partnership development courses 	Haringey Strategic Partnership	Haringey Strategic Partnership Co-ordinator

May 2006

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Agenda item 8**Haringey Strategic Partnership – 20 June 2006****Subject: Proposed external review of the Partnership**

1. Purpose

- 1.1 To set out the benefits of an external review of the Haringey Strategic Partnership.

2. Summary

- 2.1 The Government Office for London (GoL) and the Neighbourhood Renewal Unit (NRU) are increasingly emphasizing the need for evidence of effective partnership working. In order to assess the current effectiveness of the partnership it is essential to conduct a review, as part of the self-assessment process, to highlight the current strengths and weaknesses.
- 2.2 A short focused review of the Haringey Strategic Partnership is being proposed in order to assess the robustness of the Partnership and its ability to effectively direct the development of the Community Strategy and the Local Area Agreement.
- 2.3 In the context of the government's consultation on LSPs and Haringey's involvement on the third round of Local Area Agreements, it would seem an appropriate time to determine whether the Partnerships structure, governance, accountability and capacity are sufficient for a strengthened role of the HSP within the Government's modernisation Agenda.
- 2.4 It is proposed the research and review are conducted by an external private consultancy with high levels of experience with Local Strategic Partnerships.

3. Recommendations

- 3.1 To agree to the commissioning of an external review of the Haringey Strategic Partnership.

4. Background Information

- 4.1 The proposed focus of the review would be the role for LSP's outlined in the government recent consultation paper of the future of LSP's.
- 4.2 It is proposed that the review would include an assessment of the HSP's current arrangements, interviews with HSP partners to assess the impact of the HSP, interviews with the thematic chairs to measure the integration and linkages between the HSP and its theme boards, views

from external observers such as GOL, to gain an external view of the HSP and the comparison of the Haringey Strategic Partnership with other LSPs.

- 4.3 The review of the HSP would be designed to cover much of the framework of the national evaluation of LSPs so that it would allow for comparison with the overall position elsewhere. The framework includes assessing:
- The strategic capacity of the HSP
 - Accountability of partners to the HSP, and the accountability of the HSP to partners.
 - Effectiveness of performance management
 - Organisational capacity
 - Extent of engagement with partners and stakeholders
 - Relationship with neighbourhood or area partnerships
- 4.4 The outcome of the review will specifically set out where there is a case for change (and the nature of that change) and will give the HSP a framework for moving forward.

5. Funding

- 5.1 The costs of funding the review would be met from the NRF top slice for managing the HSP and would not exceed £12,000.

6. Conclusions

- 6.1 An external review of the Haringey Strategic Partnership would provide the Partnership with a detailed snapshot of where it is now and the direction it needs to take in order to deliver its increasing role in the light of the development of the new Community Strategy and the Local Area Agreement.

Report of: David Hennings, Assistant Chief Executive, Haringey Council
Report Author: Natalie Errington, Policy and Partnerships Officer (HSP),
Haringey Council

ITEM 9

Haringey Strategic Partnership – 20th June 2006**Neighbourhood Renewal Fund Report****1 Introduction**

- 1.1 This report informs the Haringey Strategic Partnership (HSP), about the outturn for 2005/06. The report also includes new project proposals from the Well-Being Partnership Board, for approval by the HSP.

2 2005/06

- 2.1 Attached, as Appendix A, is the detailed outturn for 2005/06. On projects where the balance shows as £0 NRF partially funded the activity and any overspends were, therefore, picked up elsewhere. The table below provides a summary of the final outturn by theme.

Theme	HSP Approved Expenditure 2005/06 £k	Final Outturn 2005/06 £
Safer Communities	1,297	1,296
Better Places	2,269	2,174
Economic Growth	295	295
Children and Young People	3,771	3,663
Well-Being	587	565
Neighbourhoods and Capacity	1,139	1,139
Contingency	142	0
TOTAL	9,500	9,132
NRF Allocation 2005/06		9,127
Variation		+5

- 2.2 The NRF allocation for 2005/06 was £9.127m. Actual spend was £9.132, the £5k overspend has been met from Council mainstream budgets.

3 2006/07

- 3.1 The HSP and its theme boards have approved, in various meetings, the projects for 2006/07. This year's programme is intended, as the partnership will recall, to:

- Clearly match the projects of each theme board to the relevant targets; and
- Align NRF activities with SSCF funded activities.

- 3.2 The 2006/07 programme, as it stands, is shown at Appendix B for approving. Theme boards will, with the support of the NRF programme management

function, be monitoring spend of the projects and challenging projects to demonstrate the contribution they are making to achieving floor targets.

4 Recommendations

- 4.1 To note the 2005/06 final outturn, set out in Appendix A.
- 4.2 To approve the 2006/07 programme.

Report Prepared by: Marcelle Fletcher
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Neighbourhood Management Service
Tottenham Town Hall
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Financial Report Year 2005/06 - FINAL OUTTURN

	<i>Project Manager</i>	<i>HSP Approved Expenditure 2005/06</i>	<i>Project Manager's Forecast Spend 2005/06</i>	<i>Final Outturn</i>
Safer Communities				
CCTV Co-ordinator	Ann Cunningham/Michael Pollak	55,000	55,000	55,000
Anti-Social Behaviour Orders	Mike Bagnall	200,000	200,000	200,000
Community Confidence on Crime	Claire Kowalska	100,000	100,000	100,000
Community Safety Provision	Claire Kowalska	180,000	178,900	178,900
Neighbourhood Wardens Scheme	Ian Blake	150,000	149,860	149,860
Joined-Up Domestic Violence Services	Eve Featherstone	80,000	80,000	80,000
Crime Reduction Fund	Pam Morgan - Met Police	160,000	160,000	160,000
Neighbourhood Watch	Pam Morgan - Met Police	60,000	60,000	60,000
BME Community Leadership	Keno Ogbo - Haringey Peace Alliance	110,000	110,000	110,000
Strategic Intelligence Analysis	Insp Nick Simpson - Met Police	45,000	45,000	45,000
Probation/Housing Support for Ex-Offenders	Tom McCann	35,000	35,000	35,000
Anti Burglary Support Project	Steve Fallon - MHT Care & Repair	22,000	22,000	22,000
Target Hardening	Pam Morgan - Met Police	100,000	100,000	100,000
	<i>Safer Communities Total</i>	<i>1,297,000</i>	<i>1,295,760</i>	<i>1,295,760</i>
Better Places				
Community Clear-Ups	Steve Mcdonnell/Zoe Robertson	80,000	145,150	145,150
Graffiti/Flyposting	Steve Mcdonnell/Zoe Robertson	75,000	95,050	95,050
Recycling - Projects Implementation	Steve Mcdonnell/Zoe Robertson	70,000	90,000	90,000
Litter Management	Steve Mcdonnell/Zoe Robertson	60,000	58,036	58,036
Abandoned Vehicles	Tony Watson/Malcolm Jenner	100,000	100,000	100,000

	Project Manager	HSP Approved Expenditure 2005/06	Project Manager's Forecast Spend 2005/06	Final Outturn
Tottenham High Road Strategic Manager	Sean Burke	57,500	57,500	57,500
Problem Sites Initiative	Sue Cooke	175,000	165,000	165,000
Parks Cleansing	Scott Mercer	133,000	133,000	133,000
CCTV at Dumping Sites	Robert Curtis	60,000	60,000	60,000
Finsbury Park Enforcement Officers	Despina Johnson - FinFuture	20,000	20,000	20,000
Agenda 21 - Business Community Waste	Sean Burke	30,000	30,000	30,000
Improving Allotments and Allotment Green Waste Recycling	Paul Ely	55,000	55,000	55,000
Enabling Community Participation in Parks and Green Spaces	Tim Pyall	31,000	31,000	31,000
Cleaner Greener East Haringey	Marina Pacheco - BCTV	41,000	40,304	40,304
Communications, Engagement & Participation	Steve Mcdonnell/Zoe Robertson	50,000	50,000	50,000
Fly Tip Management	Steve Mcdonnell/Zoe Robertson	150,000	150,000	150,000
Street Washing	Steve Mcdonnell/Zoe Robertson	150,000	150,000	150,000
Bruce Grove Traffic Management Scheme	Tony Kennedy	100,000	100,000	90,628
Targeted Activity for Rodent Control	Gerry Bailey	59,000	59,000	59,000
NRF Sign Posting Strategy	Tony Kennedy	70,000	50,000	50,000
Road Safety and Traffic Management	Tony Kennedy	150,000	120,440	120,440
Street and Open Space Improvement	Tim Pyall	50,000	50,000	50,000
Accommodation above Shops	Tony Jemmott	210,000	210,000	210,000
Safety and Comfort in the Homes	Lynn Sellar	120,000	120,000	121,915
Capacity Building on the Campsbourne Estate	Bob Goldsmith	10,000	10,000	10,000
Care and Repair in the Garden	Steve Fallon - MHT Care & Repair	32,500	32,500	32,500
	Not Allocated	130,500	0	0
	Better Places Total	2,269,500	2,181,980	2,174,523
Economic Growth				
KIS Business Challenge	Sean Headley/Sally Yates - KIS Training	35,000	35,000	35,000
Women Stepping Up	Michele Stokes - Haringey Womens Forum	30,000	30,000	30,000

	Project Manager	HSP Approved Expenditure 2005/06	Project Manager's Forecast Spend 2005/06	Final Outturn
Employment Pact	Karen Galey/Ishaq Kazi	15,000	15,000	15,000
Welfare to Work Partnership Co-ordinator	Bill Slade	10,000	10,087	10,087
Developing and Linking the Theme Boards	Marc Abbott - Urban Futures	5,000	5,000	5,000
Chamber Initiative	Karen Galey/Ishaq Kazi	25,000	25,000	25,000
City Growth Business Support	Karen Galey/Ishaq Kazi	125,000	125,000	125,000
Routes to Work in White Hart Lane	Karen Galey/Ishaq Kazi	10,000	10,000	10,000
TEAM	Sean Headley/Sally Yates - KIS Training	40,000	40,000	40,000
	Economic Growth Total	295,000	295,087	295,087
Children and Young People				
Improving Literacy	Ruth Robertson	118,750	105,713	105,713
Recruitment and Retention	Carmelina Tona	47,500	32,000	32,000
Parental Involvement	Sharon Bolton	90,250	79,250	79,250
Connexions	Ken Henderson	38,000	38,000	38,000
Youth Inclusion and Support Panel (YISP)	John Leeson	70,000	49,157	49,157
Young Persons and Ethnic Minority Dev Project	Debbie Tibber - Haringey Victim Support	36,000	36,000	36,000
Reparation Project	Jean Croot / Shelley Greene	40,000	40,000	40,000
Developing Adventurous Play Provision	Paul Ely	170,000	170,000	170,000
Creating Opportunities for Better Living/Breakfast Clubs	Joan Badcock	111,900	111,900	111,900
Supporting Teenage Pregnancy	Susan Shaw	62,500	55,000	55,000
4YP and Family Planning Nurse	Kim Morgan - TPCT	61,500	21,073	21,073
Positive Futures	Dibs Patel / Ayten Kiani	125,000	125,000	125,000
Youth Offending Service	Jean Croot / Linda James	262,650	262,650	262,650
Implementing a Football Strategy and Activity Programme for Haringey	Paul Ely	37,000	37,000	37,000
Building a 21st Century Youth Development Service	Rob Graham	2,500,000	2,500,359	2,500,359
	Children & Young People Total	3,771,050	3,663,102	3,663,102
Well Being				
Home Support Workers & Outreach Street Drinkers	Gail Priddey / Damon Knight (HAGA)	74,700	71,583	71,583
Tottenham Drop-In Centre	Diane Clark	76,900	76,900	76,900

	<i>Project Manager</i>	<i>HSP Approved Expenditure 2005/06</i>	<i>Project Manager's Forecast Spend 2005/06</i>	<i>Final Outturn</i>
Developing Person Centred Planning for People with Learning Disabilities	Beverley Tarka	25,000	24,615	24,116
Forum for Older People	Robert Edmonds / Manuela Toporowska - Age Concern Haringey	54,800	49,096	49,096
Rapid Appraisal Health Impact Assessment	Vicky Hobart - TPCT	9,800	0	0
TB Linkworker	Ann-Marie Connolly/Lynn Altass - TPCT	29,900	29,900	29,900
Black & Minority Ethnic Carers Respite	Faiza Rizvi - BME Carers Support Service	20,000	20,000	20,000
Welfare to Work Partnership Co-ordinator	Bill Slade	39,900	39,900	39,900
Out and About - Befriending and Community Development	Robert Edmonds / Ashraf Choudhury - Age Concern	35,000	32,180	32,180
Widening Access to Learning through Libraries	Diana Edmonds	196,000	196,027	196,027
Community Stabilisation	Tanzeem Ahmed - Presentation	25,000	25,000	25,000
	Well Being Total	587,000	565,201	564,702
Neighbourhoods and Capacity				
Maintaining Neighbourhood Management	Zena Brabazon	750,000	750,000	750,000
Area Assembly- Small Local Development Budget	Bob Goldsmith	130,000	130,000	130,000
Heritage Lottery Fund	Graham Lee	50,000	50,000	50,000
NRF	Marcelle Fletcher	175,000	175,000	175,000
Voluntary Sector Organisational Development	Susan Humphries	34,000	34,000	34,000
	Neighbourhoods & Capacity Total	1,139,000	1,139,000	1,139,000
Contingency				
Contingency Fund		142,000	0	0
	Contingency Total	142,000	0	0
NRF Programme Total		9,500,550	9,140,130	9,132,174
NRF Allocation 2005/06		9,127,000		
Overspend		5,174		

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NRF Programme 2006/07



		Funding Agreed 2006/07	Floor Targets	Community Strategy priorities
<i>Project Title</i>	<i>Project Description</i>			
Safer Communities				
Addressing and Reducing Anti-Social Behaviour and Low Level Crime				
Anti-Social Behaviour Action Team (ASBAT)	Funding support for the borough-wide ASBAT which co-ordinates work with victims and perpetrators of ASB.	200,000	Home Office PSA1 - Crime Reduction	Narrow the gap between the east and the west of the borough, Create safer communities, Create safer and greener public spaces
Neighbourhood Watch Scheme	Continued funding to support the Neighbourhood Watch Link Manager Post and programme of start-up meetings and promotional events.	40,000		
CCTV Co-ordinator	Post holder will continue to develop the CCTV strategy and support partners in its implementation. Continue to lead on the development and commissioning of the integrated contract for CCTV services.	55,000		
Addressing and Reducing Anti-Social Behaviour and Low Level Crime Total		295,000		
Reduce Acquisitive Crime				
Anti-Burglary Project	The Project supports the Age Concern Handy Person Service for over 60s following burglary, attempted burglary or burglary artifice. Project officers also provide support to victims.	10,000	Home Office PSA1 - Crime Reduction	Narrow the gap between the east and the west of the borough, Create safer communities
Crime Reduction Fund	Operational and project funding to target specific crime in particular: violent crime, street crime and robbery, ASB and burglary. The CRF is a flexible fund that can also be used to address emerging crime trends.	160,000		
Reduce Acquisitive Crime Total		170,000		
Community Safety - Structures and Community Involvement				
Community Confidence on Crime	Operational and project fund to target specific programmes to address the community's fear of crime and improve, in particular, vulnerable communities.	80,000		

Project Title	Project Description	Funding Agreed 2006/07	Floor Targets	Community Strategy priorities
Community Safety Team	The project supports the implementation of the Safer Communities Strategy 2005 – 08 and the development of work to prevent and reduce crime. During 06/07 the focus will be on the development of an intelligence product for the partnership and support to the new Safer Neighbourhoods roll-out.	190,000	Home Office PSA1 - Crime Reduction	Narrow the gap between the east and the west of the borough, Create safer communities, Create safer and greener public spaces
BME Community Leadership	The project is aimed at enabling BME organisations and key members in the BME community to participate and influence the delivery of public services specifically in the area of community safety.	110,000		
	Community Safety - Structures and Community Involvement Total	380,000		
Addressing and Reducing Domestic Violence	Enable better co-ordination of DV services leading to improved service provision and reduced repeat offending. In addition, project will develop DV services for children and young people and work to reduce tolerance of DV in all communities.	80,000	Home Office PSA1 - Crime Reduction	Create safer communities
Bruce Grove Youth Centre	Provision to the Bruce Grove Youth Centre to contribute to the completion of the new facility.	225,000	Home Office PSA1 - Crime Reduction	Narrow the gap between the east and the west of the borough, Create safer communities
Safer Neighbourhoods Policing Teams	Provision to support the establishment of the Safer Neighbourhood Policing Teams in Haringey.	250,000	Home Office PSA1 - Crime Reduction	Narrow the gap between the east and the west of the borough, Create safer communities
	Project Totals	1,400,000		
	Theme Allocation	1,400,000		

Better Places

Improving the Environment - Package of enhanced services to improve the overall cleanliness & quality of the environment including open green spaces and the built environment.

Graffiti & Fly-Posting Removal	Continuation of the dedicated graffiti and fly-poster removal service. Graffiti now removed within 3 days of report.	75,000		
Fly Tipping Management	Quick and efficient removal of fly tips that occur on unregistered, unadopted or vacant land.	150,000		

Project Title	Project Description	Funding Agreed 2006/07	Floor Targets	Community Strategy priorities
Abandoned Vehicles	Support for the borough-wide abandoned vehicle service. Vehicles are removed and recycled/disposed of in accordance with regulations.	75,000	ODPM PSA8 - Liveability (Cleaner, Greener, Safer)	Better Haringey and Safer Communities
Community Clear-Ups	Continuation of the street based collection service that allows residents to leave large bulky items or specific recyclables.	40,000		
Litter Management	Funding to purchase litter bins that will be sited in specific areas in the NRF wards.	60,000		
Parks Cleansing	Funding to ensure all parks and open green spaces are cleaned to an acceptable standard through enhanced summer cleaning.	150,000		
Street Washing	Continuation of the street washing service targeting those parts of the borough that are most affected by street grime, litter and detritus.	150,000		
	Existing projects sub-total	700,000		
Mobile Clean-Up Teams & Street Cleaning	Awaiting project detail.	125,000		
Saturday Night Collection	Awaiting project detail.	45,000		
Vehicle Take-Back	Awaiting project detail.	30,000		
Street Enforcement	Awaiting project detail.	150,000		
Automated Public Conveniences	Awaiting project detail.	125,000		
	New projects sub-total	475,000		
	Improving the Environment total	1,175,000		
Promoting Participation and Increasing Recycling in Haringey - Programme of education, campaigns and targeted information to boost resident participation and increase the amount of trade waste that is recycled.				
Recycling Projects - Roll-out of Organic Waste Collections	Existing project. Awaiting project detail.	100,000	ODPM PSA8 - Liveability (Cleaner, Greener, Safer)	Better Haringey
Programme of Information and Communication to Boost Recycling Participation	Project will enable the roll-out of specific publicity and information campaigns linked to Better Haringey.	50,000		

Project Title	Project Description	Funding Agreed 2006/07	Floor Targets	Community Strategy priorities
	Promoting Participation & Increasing Recycling total	150,000		
Improving Safety on the Roads and in Open Green Space				
Street Wardens	Continued support for the Neighbourhood Wardens service in the borough.	50,000		
Finsbury Park Enforcement Officers	Funding to employ two environmental enforcement officers, to enforce waste management legislation within the Finsbury Park area.	30,000	ODPM PSA8 - Liveability (Cleaner, Greener, Safer)	Better Haringey and Safer Communities
	Existing projects sub-total	80,000		
Green Outreach	Increase the presence of staff in parks and open spaces and deliver an environmental education and awareness scheme.	50,000		
Road Safety Package	Package of road safety education and safety campaigns (walking buses, school travel plans, traffic management and signage).	115,000		
	New projects sub-total	165,000		
	Improving Safety on the Roads and in Open Green Spaces total	245,000		
Improving the Quality of Green Open Spaces				
Improving Smaller, Green Open Spaces - Tree Planting, Signage and Furniture	Increasing the number of trees, signage and furniture in parks and open green spaces.	65,000	ODPM PSA8 - Liveability (Cleaner, Greener, Safer)	Better Haringey
Ground Work	Awaiting project detail.	70,000		
	Improving the Quality of Green Open Spaces total	135,000		
Tackling Climate Change - Developing a borough wide approach to tackling climate change and promote sustainability				
Enhanced Programme of Energy/Fuel Efficiency Improvements in Private Sector Homes	Offer practical energy efficiency and security measures to fuel poor and vulnerable households.	175,000		
	Existing projects sub-total	175,000	ODPM PSA8 - Liveability (Cleaner, Greener, Safer)	Better Haringey

		Funding Agreed 2006/07	Floor Targets	Community Strategy priorities
Project Title	Project Description			
Policy & Strategy	Awaiting project detail.	70,000	Liveability (Cleaner, Greener, Safer)	Better Haringey
Flood Prevention Policy	Awaiting project detail.	50,000		
Investment in Sustainable Energy	Awaiting project detail.	150,000		
	New projects sub-total	270,000		
	Tackling Climate Change total	445,000		
Promoting Healthy Lifestyles - particularly among vulnerable and excluded communities				
Vulnerable Communities Programme	Awaiting project detail.	50,000	ODPM PSA8 - Liveability (Cleaner, Greener, Safer)	Better Haringey
Working with Education & Vol. Sectors to increase fitness activities/sports participation among young people including sports scholarships	Awaiting project detail.	100,000		
Free Swims Programme	Awaiting project detail.	50,000		
Policy Development - Accessible Transport Programme	Awaiting project detail.	50,000		
	Promoting Healthy Lifestyles total	250,000		
	Projects Total	2,400,000		
	Theme Total	2,400,000		
Enterprise				
KIS Business Challenge	Assisting individuals in making the transition to self-employment by providing business start-up assistance to SMEs and young adults.	35,000	DWP PSA4 Employment - Increase employment rates.	Narrow the gap between the east and the west of the borough. Improve employability rate
Women Stepping Up	Continue the training and employment programme for women particularly from BME communities that offers a pathway to work, flexible outreach services, generic and intensive support, job brokerage and work placements.	30,000	DWP PSA4 Employment - Increase employment rates.	Narrow the gap between the east and the west of the borough. Improve employability rate

Project Title	Project Description	Funding Agreed 2006/07	Floor Targets	Community Strategy priorities
Welfare to Work	Improve access to employment and promote social inclusion for disabled people.	10,000	DWP PSA4 Employment - Increase employment rates.	Narrow the gap between the east and the west of the borough. Improve employability rate
Employment and Skills	Will be used to draw in extra ESF funding through a new co-financing round. Haringey element will concentrate on job brokerage, training programmes enhancing basic skills, ESOL, and sector specific skills (construction, retail and logistics). Also specific interventions to target priority groups and relate to Haringey strategies on disability, NEET, and BME communities.	225,000	DWP PSA4 Employment - Increase employment rates.	Narrow the gap between the east and the west of the borough. Improve employability rate
City Growth Cluster Economy	Funding to continue developing the City Growth business clusters. Activity will include continued support for existing clusters as well as developing new cluster areas e.g. leisure, tourism, waste/recycling and the green economy.	300,000	DTI PSA6 Build an enterprise society, DWP PSA4 Employment - Increase employment rates.	Narrow the gap between the east and the west of the borough. Improve employability rate
	Projects Total	600,000		
	Theme Allocation	600,000		

Children and Young People

Improving Literacy	Programme of literacy and literacy intervention to raise standards of attainment in English for years 9-11.	118,750	DfES PSA 7 & PSA 10 Education - raising attainment	Raising achievement in education and creating opportunities for life long success
Parental Involvement	Work with schools, community organisations and individual parents to encourage parents to be more involved in and have better understanding of their children's education.	139,200	DfES PSA 6, PSA 7 & PSA 10 Education - raising attainment	Raising achievement in education and creating opportunities for life long success
Youth Inclusion and Support Panel	Project to identify young people at risk and offer services to divert them from crime, prevent behaviour from further deterioration and develop a more positive lifestyle.	70,000	Home Office PSA1 - Crime Reduction	Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crime
Young Persons and Ethnic Minority Development Project	Service to support young people affected by crime and domestic violence, offering early crisis intervention, trauma reduction, specialist counsellors and recruiting volunteers for outreach work with hard to reach communities.	36,000	Home Office PSA1 - Crime Reduction	Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crime

Project Title	Project Description	Funding Agreed 2006/07	Floor Targets	Community Strategy priorities
Reparation Project	Provides services to help young people understand the effect of their crimes on victims, make amends and prevent re-offending.	40,000	Home Office PSA1 - Crime Reduction	Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crime
Creating Opportunities for Better Living / Breakfast Clubs	Provides children with healthy breakfast before school starts to ensure better concentration in the classroom, improved school attendance and improved diet.	111,900	DfES PSA 6, PSA 7 & PSA 10 Education - raising attainment DH PSA1 Life expectancy	Raising achievement in education and creating opportunities for life long success. Narrowing the gap between east and west of the borough
Supporting Teenage Pregnancy	Offers support to 16-19 year old parents, with extra focus on education, training and employment and reducing second unplanned pregnancies.	100,000	DfES & DH PSA3 Reducing teenage pregnancy	Narrow the gap between the east and the west of the borough.
4YP and Family Planning Nurse	Part of 4YP network of services, the nurse offers a holistic approach including advising and prescribing first time and emergency contraception.	61,500	DfES & DH PSA3 Reducing teenage pregnancy;	Narrow the gap between the east and the west of the borough.
Youth Offending Service	Provision to support work of Youth Offending Service in diverting young people from crime and working with young offenders.	262,650	Home Office PSA1 - Crime Reduction DfES PSA 7 Education - raising attainment DfES & DH PSA3 Reducing teenage pregnancy	Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crime
Building a 21st Century Youth Development Service	To complete provision of new Youth Service centre in Bruce Grove.	175,000	DfES PSA 7 & PSA 10 Education - raising attainment; DfES & DH PSA 3 Reducing teenage pregnancy; Home Office PSA1 Crime Reduction	Raising achievement in education and creating opportunities for life long success. Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crime
Positive Futures	Sports based project for young people aged 10-16 who are at risk of, or involved in offending or truancy to divert them to more positive behaviour	85,000	DfES PSA 7 & PSA 10 Education - raising attainment; Home Office PSA1 Crime Reduction	Raising achievement in education and creating opportunities for life long success. Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crime
Projects Total		1,200,000		

		<i>Funding Agreed</i>		
<i>Project Title</i>	<i>Project Description</i>	<i>2006/07</i>	<i>Floor Targets</i>	<i>Community Strategy priorities</i>
	<i>Theme Allocation</i>	<i>1,200,000</i>		

<i>Project Title</i>	<i>Project Description</i>	<i>Funding Agreed 2006/07</i>	<i>Floor Targets</i>	<i>Community Strategy priorities</i>
Well Being				
The six8four centre	Support for services offered from the centre. Clients accessing the centre are offered social support, activity programmes, training and are beginning to explore work opportunities.	78,823	DH PSA 2: Reduce inequalities in life expectancy DH PSA 4: To improve health outcomes for people with long term conditions DCMS PSA 3: increase take-up of cultural and sporting opportunities	Raising educational achievement, Putting people first, Building Stronger and safer communities, Achieving excellent services
Forum for Older People	Continued development and support of an independent Forum to enable the engagement and representation of older people's views especially the harder to reach/socially excluded communities.	56,170	LPSA 8: helping older people live independently in the community Home Office PSA 6 Increase voluntary and community engagement LAA: Empowerment of local people	Achieving excellent services, Putting people first, Building stronger and safer communities
Out and About - Befriending and Community Development	Placement of volunteer befrienders with older people who are socially excluded or who are at risk of social exclusion. The 'Out and About' project will continue to develop (and share across the voluntary and statutory sectors) good practice in volunteering.	36,750	LPSA 8: helping older people live independently in the community Home Office PSA 6 Increase voluntary and community engagement LAA: Empowerment of local people	Achieving excellent services, Putting people first, Building stronger and safer communities

Project Title	Project Description	Funding Agreed 2006/07	Floor Targets	Community Strategy priorities
Black and Minority Ethnic Carers Respite	Culturally appropriate support service to Black and Minority Ethnic carers. The funding facilitates BME carers to network, provide support to each other and keep abreast of care in the community developments. It also provides a mechanism for consultation.	20,500	DH PSA 4 To improve health outcomes for people with long term conditions LPSA: Identified carers' receiving assessments	Putting people first, Building stronger and safer communities
Welfare to Work Partnership Co-ordinator	Improve access to employment and to promote social inclusion for disabled people. The project has developed a clear strategic vision, which feeds into the overall Haringey Employment Strategy that ensures Welfare to Work for disabled people is a part of mainstream employment initiatives. (Funded by Enterprise and Wellbeing).	40,898	DWP PSA 8: increase the employment rate DfES PSA 13 Increase the number of adults with the skills required for employability DfES PSA 14 By 2010, increase participation in Higher Education	Putting people first, Building stronger and safer communities, Achieving excellent services
Libraries for Life	Funding for the creation and sustainment of activities complementary to the NRF programme within the borough's libraries. This involves extended opening hours and a range of activities for all ages and communities.	200,900	DH PSA 2: Reduce inequalities in life expectancy BV 117: To increase the attendance at libraries DfES PSA 7 & PSA 10 Education - raising attainment	Raising educational achievement, Putting people first
Home Support Workers & Outreach Street Drinkers	The project offers home support for people who are unable or unwilling to access mainstream services, but want to make changes to their drinking lifestyle. The project operates in partnership with the Outreach Street Drinkers project due to the close links.	78,400	DH PSA2: Reduce inequalities in life expectancy ODPM: Homelessness Target DH PSA1: Substantially reduce mortality rates	Putting people first, Building stronger and safer communities

<i>Project Title</i>	<i>Project Description</i>	<i>Funding Agreed 2006/07</i>	<i>Floor Targets</i>	<i>Community Strategy priorities</i>
Cycling Club	Extending the cycling project started in partnership between Haringey Mencap and Haringey Learning Disabilities Day opportunities. Establish a cycling club in a mainstream location.	74,500	DH PSA1: Life Expectancy	Be Healthy - Physical Activity
Elderly Fitness	fitness programme and outdoor excursions, walks and activities suitable for elderly Latin American people in Haringey.	9,020	DH PSA1: Life Expectancy	Be Healthy - Physical Activity
Happy Opportunities	Combined approach to get people fit and back to work. Hold 2 hour session (including 30 minutes of Yoga and 1 hour of skills for work training together with a personal 1-2-1 session) for 30 people 50+ from Noel Park, Bruce Grove and Northumberland Park.	18,600	DH PSA1: Life Expectancy; DfES PSA 13 Increase the number of adults with the skills required for employability	Achieving excellent services, Putting people first
Salsa Club	The project will run dance/salsa classes for elderly in Haringey (Tottenham, Bruce Grove). Classes will be a combination of exercise, music, self-expression and socialising at the same time.	9,350		
Tackling Fuel Poverty	Reduce fuel poverty in the most vulnerable households in the borough by enabling a more strategic approach to affordable warmth work and through targeting of resources using thermal imaging and BRE modelling.	65,000	DH PSA1: Life Expectancy	Achieving excellent services, Putting people first
Health in Mind	Project is made up of 3 elements to increase physical activity, healthy eating and household income. This project will be delivered in partnership between the HTPCT and Haringey Council.	350,000	DH PSA1: Life Expectancy	Achieving excellent services, Putting people first
	Projects Sub-total	1,038,911		
UNALLOCATED FUNDING	Proposed to be allocated during a 2nd round.	161,089		
	Theme Total	1,200,000		
	Theme Allocation	1,200,000		

<i>Project Title</i>	<i>Project Description</i>	<i>Funding Agreed 2006/07</i>	<i>Floor Targets</i>	<i>Community Strategy priorities</i>
Neighbourhoods and Capacity				
Neighbourhoods	Funding for neighbourhood working.	500,000		
NRF Programme Management	Funding to support the NRF Team.	200,000		
HarCEN Voluntary Sector Development	Funding to enable the monitoring and evaluation and the impact of the funding received by HarCEN.	45,000		
HAVCO Voluntary Sector Development	Funding to Support HAVCO. HAVCO aims to ensure that the sector is able to maximise their potential to access external funding by ensuring a professional approach to services and management.	35,000		
Baseline and Perceptions Project	Perception surveys in support of the performance measures set for SSCF NRF and the HSP overall.	75,000		
Partnership Infrastructure	Support to develop partnership infrastructure	145,000		
Empowerment Seed Funding	Funding to utilise at a neighbourhood level to continue the successful programme of working with local people, where they set priorities and work with partner agencies.	300,000		
	Theme Total	1,300,000		
Contingency				
Contingency Fund		114,164		
	Contingency Total	114,164		
	NRF Programme Total	8,214,164		
	NRF allocation 2006/07	8,214,164		

ITEM 10

**Haringey Strategic Partnership
HSP 20th June 2006****Subject: DRAFT Update on the development of the Community Strategy
2007-16**

1. Purpose

- 1.1 To update the HSP on the community strategy development process
- 1.2 To provide an early report back on the outcomes of the HSP conference that was held at Alexandra Palace on 25th May
- 1.3 To advise HSP members on the community strategy consultation plan and seek their views
- 1.4 For the HSP members to consider how they consult on the community strategy within their respective organisations

2. Summary

The HSP has had an initial conference to consider priorities for the Community Strategy. This will be followed up by a further conference in September 2006. Updates will be provided to all HSP meetings. The consultation plan and major milestones are outlined under 5.1 and 5.4 respectively. A Communications Plan is set out under Appendix 1.

3. Recommendations

- 2.1. To note and provide comments on the overall direction of the community strategy development process
- 2.2 To note and provide comments on the early feedback from the HSP conference
- 2.3 To note and comment on the consultation plan
- 2.4 For HSP members to consider the best ways to consult within their own organisation and report back on progress to the HSP meeting on 16th October.

4. Background Information

- 4.1 Further information on the development of Haringey's next Community Strategy and the policy context can be obtained from Janice Robinson, Principal Policy Officer, LB Haringey, Strategy Service. 020 8489 2613
janice.robinson@haringey.gov.uk

5. Analysis**5.1 Consultation plan**

The consultation plan has multiple strands to encompass consultation with all our stakeholders. The stakeholders are likely to wish to have varying degrees of input on different parts of the community strategy and at different points in the process.

The general concept is to have a three stage process involving all the stakeholder groups. Linked to this is a communications plan (see Appendix 1) to raise public awareness of the Community strategy and the consultation.

A bright and attractive brand statement has been developed specifically to make the consultation attention grabbing and easy to participate in.

Stage one: extensive open resident, public and partner organisation consultation asking for ideas about the future of the borough and for three things that will improve the borough. The results from all this consultation will be pulled together into a themed report with a short video together with submissions from the CVS, the theme boards, and the LAA working group and background information from the Policy and Partnership Unit.

Stage two: the HSP Board workshop the priorities and agree a vision statement in a facilitated 4 hour session informed by the Stage one report.

Stage three: the draft plan is written then approved at the December HSP Board meeting and is then produced as an approved draft and a précis in a leaflet with a link to the web site. More formal consultation is then undertaken with feedback being sought from all stakeholders.

Stakeholders	Consultation sought	Method of consultation
HSP board	Initial views and ideas for the future	HSP partner conference
Residents including BME, older people and people with disabilities	Ideas on the future of Haringey and three ideas to most improve the borough	Resident's conference Via postcard distributed at public events Area assemblies Via the Community & Voluntary sector. Extended plan is attached
Young people	Ideas on the future of Haringey and three ideas to most improve the borough	Photographic competition through schools and local newspapers

Stakeholders	Consultation sought	Method of consultation
Children	Ideas on the future of Haringey and three ideas to most improve the borough	Painting competition through schools and local newspapers
Business groups	Input on what's important for business and contribution business can make	Through Enterprise partnership, City Growth forum, LEGI
Community and voluntary organisations	Input on the priorities of their members and/ or clients Input from the organisations on their partnership in delivery of the priorities	Briefing prior to HSP Board meetings Newsletter inviting comment on priorities
HSP Theme boards	Priorities and issues followed by activity to achieve objectives linked to LAA	Theme board meetings in September

5.2 The role of the Partnership in developing and delivering the next Community Strategy

It is recommended that HSP partners carry out consultation around the Community Strategy within their own organisations. The rationale behind this is two-fold

- The local authority does not have the necessary resources to undertake this on behalf of the respective organisations
- The consultation is best carried out by the organisations who understand their constituent base and existing processes and events that can inform the community strategy process. The idea being not to reinvent the wheel – use the forums and meetings you have already planned.

A separate report on the Local Area Agreement process is tabled alongside this report. Partners are encouraged, to use the same processes to also help develop the LAA. As part of the LAA process, a statement of community involvement will have to be submitted with the LAA.

Advice on what is expected and how organisations carry out the consultation will be provided. Additional support will be provided to smaller organisations if it is required. The timescale for this is set out below in t

5.3 HSP Conference – early report back

A full report back on the outcomes of the conference will be sent out over the summer. However early analysis shows that the following issues and priorities have emerged as key:

- Encouragement of active engagement, the development of social entrepreneurship and higher levels of social capital. Support volunteering and more positive images.
- Promote healthy living and focus on mental wellbeing - a *caring* borough as well as a better borough
- Develop a greater confidence in the borough, its people and its organisations
- A greater focus on Haringey *the place*
- Better transport and connectivity – across the borough and with other major areas of employment
- Tackle worklessness and build business and skill levels
- Raise educational attainment
- Reduce crime and the fear of crime – changing perceptions
- Raise the game for the partnership – meet the challenge of the LAA
- Better and more informed targeting of regeneration and priority neighbourhoods
- Focus on the environment and wider sustainability issues

Branding

The voting around the branding to publicise the Community Strategy consultation process was tied. Following discussions with the Executive Member for Community Involvement it was agreed to word the branding “Have your say Haringey shape the future”. A variety of publicity materials will be produced to both raise awareness and encourage participation. A sample of these will be available at the HSP meeting on 20th

5.4 Milestones

Detailed below are the major milestones in the development of the community strategy

No	Milestone(s)	Target Date	Milestone Owner
1	Evaluation of HSP & Community Strategy process	TBD	P & P
2	Evidence base and key statistics to support development of community strategy	End of April ✓	P & P
3	Produce consultation strategy and plan that is specific to the Community Strategy	Start Apr – End of May ✓	JR & JW-G
4	1 st HSP event – developing the next Community Strategy	25 th May May 2006 ✓	JR
5	Analyse outcome of HSP conference and produce conference report	By end of June 2006	JR & RP
6	Briefing for the voluntary and community sector	June 2006 and on- going	

No	Milestone(s)	Target Date	Milestone Owner
7	HSP Meeting	20 th June 2006	
8	Summer consultation (wider resident and stakeholder consultation)	Start June 2006 end mid August 2006	JR & JW-G
15	Consultation using Council's own and other more formal structures, e.g. the REJCC, Youth forum, Older Peoples Forum	Summer/autumn	JR & JW-G
9	HSP members to consult with their user forums and staff and provide outcomes to Policy & Partnerships.	By mid September	HSP members
10	HSP theme boards consultation Commencing	4 th September – 13 th September	P & P
11	Consultation with Area Assemblies	11 th September – 17 th October	J W-G P & P & Neighbourhoods
12	Report pulling together consultation results	14 th September (TBN)	P & P
13	Report for Council Executive Advisory Board	Between 14 th Sept – 15 th Oct	JR
14	An HSP facilitated workshop to agree priorities and set vision statement (this will use the HSP meeting date)	16 th October	JW-G
15	Sustainability impact assessment	October 2006	JR
16	Draft of Community Strategy completed	17 th November 2006	JR
17	Draft of Community Strategy to HSP on 20 th December	23 rd November	JR
19	Draft of Community Strategy to Council Executive Advisory Board	tbc	JR
20	HSP	20 th December	
21	2nd draft of Community Strategy completed	13 th January 2007	JR

No	Milestone(s)	Target Date	Milestone Owner
22	Formal consultation on approved 2 nd draft/precis (via website e mail/post)	19th January – 5 th February 2007	JR
23	Report and final draft to Council Executive on 20 th February	13 th February 2007	JR
24	Formal draft for approval completed by	23 rd February	JR
25	Seek approval of Council & HSP	19th and 22 nd March respectively	HSP and Council
26	Publish document in a variety of appropriate formats	April 2007	JR & JW-G

6. Implications

6.1 Financial Implications

Consideration should be given to how partners could best provide resources to assist with the development and production of the next community Strategy. Further consideration should also be given to how the priorities of the next Community Strategy will be reflected in the overall resource planning of the Partnership and its respective agencies.

6.2 Legal Implications

The Council has a duty to prepare a community strategy under the Local Government Act 2000 (Part 1 para 4 (1)). Government guidance states that this should be done in partnership with the local strategic partnership.

5.3 Equalities implications

It will be necessary to ensure that the consultation and development of the Community Strategy is inclusive and appropriate to the needs of the respective audiences. The Community Strategy should tackle deprivation, promote cohesiveness and also be reflective of Haringey's diversity. Moreover there are a number of continuing performance concerns around deprivation, worklessness and achievement. These issues have a disproportionate and long term effect upon some minority ethnic communities. The level of deprivation is such that it can only be realistically tackled in partnership.

5 Conclusions

Report authorised by David Hennings, Assistant Chief Executive, Strategy, London Borough of Haringey

Report author Janice Robinson, Strategy Service, Policy & Partnerships
Janice.robinson@haringey.gov.uk

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**Appendix one
Community Strategy**

Communications media plan for HSP Community strategy

This is a draft plan written to support the consultation plan and to help engage residents in the development of the strategy.

Haringey People and the web will form a major part of the communications plan

Media	Activity	Responsibility
HSP Web site	Publish events list as opportunities to comment, Ask for feedback as per postcard continually update	JWG/AQ
Haringey People June issue	Heads up announcement – watch this space	CW
CVS Newsletter	Asking for comment	JWG/CW
HSP Web site	Continually update with events list and some samples of feedback received	
Local papers – June/July	Photography competition asking young people to send in their photos of things they would like to see in the borough or things from other places that would make Haringey better	JWG/JR/CW
Haringey People July Issue	Watch out for Have your say Haringey –shaping a bright future events and displays throughout the summer	JWG/JR
HSP Web site	Report Amalgamated responses to consultation	JWG/AQ
Haringey People Dec Issue	Précis of draft CS and how to get full copies, opportunity for feedback on draft	JWG/JR/CW
Haringey People April issue	Precis of final and opportunity for partnership working together piece	
HSP Web site	Draft report for stage two consultation Invitation to response	JWG/AQ

Appendix one
Community Strategy

Item 11

Haringey Strategic Partnership

20 June 2006

Local Area Agreement

1. Purpose

- 1.1 To consult HSP on the development of the Haringey Local Area Agreement.

2. Summary

- 2.1 HSP has previously received a presentation on the LAA at the meeting on 27th March. The LAA was also discussed as part of a number of reports to the HSP on the Safer and Stronger Communities Fund (SSCF) and NRF.
- 2.2 The LAA Partnership Group established to develop the SSCF last year has been extended to include HSP partners for the other three blocks. This LAA Partnership Group has met once and will be overseeing the development of the LAA and reporting to the HSP. The group agreed that partners will identify LAA champions who can work closely with the Council's Lead Officers for each of the four blocks of the LAA.
- 2.3 A summary of the Round 3 LAA requirements is presented here and the HSP partners' comments are sought on aspects of the LAA including, the mandatory outcomes framework, reward element (stretch targets), enabling measures and statement of community involvement.
- 2.4 Areas are expected to translate the mandatory indicators to address specific needs identified in the borough.
- 2.5 The timescale for the development of the agreement is tight with key deadlines identified by GOL (see para 7).

3. Recommendations

- 3.1 That the HSP agree the process for the development of the LAA particularly in relation to the June 30 submission and the September 30 draft LAA (see paragraphs 5.10 and 5.11).
- 3.2 That the HSP considers any overarching theme for Haringey's LAA.
- 3.3 That the HSP members consider how they will support the development of the LAA individually and through the thematic partnerships, partner agencies are also encouraged to nominate LAA champions.
- 3.4 That the HSP note the summary LAA paper produced for the HSP event (see appendix 1) and that individual partners and partnerships consider the issues raised in the summary.

4. Background Information

- 4.1 HSP has received reports on the Safer and Stronger Communities Fund (SSCF) and the LAA setting out the general policy context for the LAA. This detailed the scope of the LAA. The LAA is:

- an outcome based model (local solutions to local problems) which sets out priorities for the local areas agreed between central government, GOL and the local area
- a three year agreement which is refreshed annually
- has 4 blocks of the LAA: children and young people, enterprise and local economy, safer and stronger communities and healthier communities and older people
- also be a major tool in neighbourhood renewal and for tackling some of the key long term challenges

5. Analysis

5.1 The LAA guidance for Round 3 sets out a number of requirements which raises issues for which HSP guidance is required. These are:

5.2 Mandatory Outcomes Framework

5.2.1 The key requirement is that the partners provide baselines and three year targets for each of the 15-20 mandatory outcomes and 30-40 indicators. The mandatory outcomes and indicators need to be based on robust evidence. Some of these targets are not necessarily existing performance indicators and may require some developmental work.

5.2.2 In addition to this key partners will need to decide whether any optional outcomes and indicators are to be included in the four LAA blocks.

5.3 The Reward Element

5.3.1 There is a mandatory template that must be completed for each of the targets which attract a reward element i.e. stretch targets. The proposal is to have 14 targets with a view to dropping two that seem the least likely to be achieved. The HSP will need to consider the use of pump priming funding to deliver the stretch targets and in the longer term the use of any Performance Reward Grant received if stretch targets are met over the three years.

5.4 Enabling Measures

5.4.1 Requests for enabling measures will be determined through the development of the mandatory outcomes framework and the stretch targets. Partners and partnerships are encouraged to identify barriers to the delivery of the mandatory and stretch targets. The request for enabling measures depends very much on how challenging Haringey wants to be. This is a useful opportunity for requesting flexibilities around national requirements which present barriers and do not add value to service delivery.

5.5 Statement of Community Involvement

5.5.1 The LAA will need to include a mandatory statement of voluntary and community sector (VCS) involvement. It is proposed that the statement describes the following process:

5.5.2 For the wider resident involvement we will piggy back on the Community Strategy consultation process.

5.5.3 The VCS involvement will be through the HSP, and the thematic partnership and the umbrella bodies. HAVCO and HarCEN, are part of the LAA

Partnership Group and their role will be to consult with their membership on the LAA and feedback to the LAA Partnership Group.

- 5.5.4 It is expected that partners will consult with their sector and report back through the LAA Partnership Group/HSP this includes the VCS umbrella groups.

5.6 **Haringey LAA development process**

- 5.6.1 The LAA guidance suggests that partner agencies nominate an LAA champion to drive the LAA process. Accordingly the Council has identified Lead Officers for the 4 blocks. They are:

- Sharon Shoesmith – Children and Young People
- Anne Bristow – Healthier Communities and Older People
- David Hennings – Economic Development
- Justin Holliday/ David Hennings – Safer and Stronger Communities

- 5.6.2 Other partner agencies may also want to identify an LAA champion.

- 5.6.3 The role of LAA champions will be to develop their LAA block in consultation with their own organisation and with the relevant thematic partnership and partners.

5.7 **Overall Theme**

- 5.8 The LAA Partnership Group has proposed that partners consider specific areas, issues and or communities where partnership working can add value. For example the neighbourhood element of the SSCF which is planning to address worklessness in specific wards targeting specific groups of people.

5.9 **Timescales**

- 5.9.1 GOL have set a number of deadlines which in fact mean very tight timescales for the development of the LAA. The key dates are:

- 30 June Initial Submission
- 30 September First Full Draft Submission
- 30 November A Revised Submission
- 26 January Final Draft

5.10 **June Initial Submission**

- 5.10.1 It is expected that this would set out the conclusions of preparatory work, establishing the starting points of the Agreement including the priorities which form the basis of the LAA. This should also set out the key factors that will shape the LAA, and in particular identify those aspects of the proposals that will be new, that may be innovative or require specific agreement from other stakeholders, including requests for enabling measures.

- 5.10.2 As the new Community Strategy will not be finalised until after the LAA deadline it is proposed that the June Submission will draw on the priorities emerging from the Community Strategy consultation as well as developments emerging from the thematic partnerships. As this needs to be submitted before the next HSP meeting it is proposed that the LAA Partnership Group oversee the development of the draft and the final copy is signed off by the HSP Chair.

5.11 September draft submission

- 5.11.1 This is the first full draft LAA which needs to include the mandatory outcomes and targets, funding streams that will support the delivery of the outcomes; business cases for all enabling measures; identification of partners; draft statement of how the community and VCS is being involved in the LAA; and details of governance and performance management arrangements.
- 5.11.2 Again as the new Community Strategy will not be finalised until after the GOL deadline for the submission of the first full LAA draft in September and, as this is before the next HSP meeting it is proposed that the LAA Partnership Group oversee the development of the draft and the final copy is signed off by the HSP Chair.

5.12 Financial monitoring and performance management.

- 5.12.1 The performance and financial management arrangements for the LAA will be developed by the LAA Partnership Group and will be reported to the HSP in October.

Appendix 1 - Summary of Round 3 LAA Guidance

LAA Core Elements

There are a number of core elements to a Local Area Agreement. These are:

1. Mandatory Outcomes Framework

Each block of the LAA has both mandatory and optional outcomes¹ with key indicators that are detailed in the outcomes framework. The mandatory outcomes and indicators must be included in the LAA. In addition outcomes and indicators will need to be included where there is a local decision to pool specific funding streams.

The mandatory outcomes framework is divided into four blocks: children and young people, healthier communities and older people, safer stronger communities and economic development.

All mandatory and optional outcomes and indicators are eligible for reward element. It should be noted that the indicators **can and should be applied to specific groups** (especially socially excluded and disadvantaged groups) where evidence suggests that they may be suffering particularly poor outcomes.

Key Issues
Partners need to provide baselines and three year targets for each of the mandatory indicators.
Partners need to consider the evidence which enables the translation of the mandatory outcomes and indicators to the borough's needs.
Partners need to consider which optional outcomes and indicators if any will be included.

2. Reward Element

Areas should propose a number of top priorities for improvement locally, where they intend to deliver '**stretched**' performance over three years in return for Pump Priming and Performance Reward Grant. Proposals need to be evidence based, include robust baseline data, represent value for money and be endorsed by the LSP. There are no mandatory items for the reward element.

Areas have the freedom to choose the number of stretched targets they wish to negotiate for their LAA reward element, however it is likely that we will be looking at 12 stretch targets. All bar one indicator in the outcomes framework can be negotiated as stretched targets.

Key Issues
A mandatory template for each of the stretch target has to be completed. This

¹ The LAA Guidance for Round 3 can be found at <http://odpm.gov.uk/index.asp?id=1164930>

will be the most resource intensive and time consuming task for the LAA.
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3. Enabling Measures

Enabling measures were formally know as ‘freedoms and flexibilities’ and are used to enable the achievement of better outcomes. There are a number of enabling measures that areas will automatically benefit from as a result of having an LAA. These are:

- Ability to pool funds from government within blocks (or across blocks for single pot areas)
- Where areas deliver agreed outcomes more efficiently they can invest any savings in delivering the outcomes of the LAA.
- Reduction in the monitoring and reporting requirements for pooled funding streams, including removal of grant claims forms.
- Freedom to vire or combine some mainstream funding between organisations to meet shared LAA outcomes.
- Streamlined payment mechanisms, including removing the need to submit claims form.

Where there are specific barriers to the delivery of outcomes, additional LAA enabling measures may be requested. Areas should discuss the need for these with the Government Office as part of the development of their LAA outcomes. GOL will advise whether the requested action is already permissible or the objective can be achieved through other means. Where the request is pursued, **a business case must be submitted** detailing the request. The requests will be considered on a case by case basis.

Key Issues

The enabling measures required should on the whole arise from discussions around the development of the outcomes framework and the reward element. A template is included in the guidance (page 62).
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4. A list of funding streams to be pooled or aligned

- A number of funding streams will be automatically pooled centrally.
- In addition local areas can choose any or all funding streams (from a limited list) for pooled in some cases subject to specific conditions.
- Finally partners can choose to align funding streams (listed in the guidance)

Key Issues

Partners need to consider points 2 and 3 above and decide if any extra funding streams need to be pooled or aligned to deliver the outcomes in the LAA.

5. Statement of Community Involvement

The LAA must include a statement of the involvement of the VCS and local people in the design and delivery of the agreement. This should state how local people and the VCS have been informed, consulted and given the opportunity to participate in the process and the delivery of the outcomes.

Key Issues
Partners to note we are proposing to piggy back on the consultation process for the Community Strategy (which will consult extensively with local people) and use the outcomes to inform the priorities of the LAA.
Partners to note that the VCS are represented on the LAA partnership group which will support the HSP in the development of the LAA.
A two page statement of community involvement will provide a summary of consultation work described above.

Other Information:

6. Timeline / Work plan

Date	Submissions	HSP Meetings
April –June Preparatory Work		
30 June	Initial Submission	20 June
June – September Develop first full draft		
30 September	First Full Draft Submission	
September – December GOL will consult with central departments and continue to work with areas to refine the agreement.		
30 November	A Revised Submission	16 October
GOL will continue to consult Departments and local areas before making a final recommendation to ministers.		
26 January	Final Draft	20 December

Key Issues
As the timescale is extremely tight all thematic partnerships are requested to put the LAA as a standing item on the agenda. The LAA will also be standing item on the HSP agenda. In addition a LAA Partnership Group will support the HSP in developing the LAA.

7. Choosing a Theme

The LAA can have one or more cross cutting themes that will guide the general direction of the LAA.

The themes of other Borough's LAAs include:

- Greenwich – The major theme of childcare and support for vulnerable and disadvantaged families.
- Kirklees – Eight or so themes including reducing poverty
- Brent – Settled homes and supporting children who experience the greatest barriers to learning.
- Lewisham – Narrowing the gap and building stronger communities
- Hammersmith and Fulham- Child Poverty including Sure Start, smoking cessation for parents and getting lone parents into jobs.

Some boroughs have used their theme/s to inform the selection of the enabling measures and stretch targets.

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ITEM 12**Update on the Better Places Partnership**

Following the local elections in May 2004 Councillor Brian Haley has become the Chair of the Better Places Partnership. Councillor Haley is looking forward to working with partners on the Better Places Partnership. The improvement of the environment, work on the climate change agenda and recycling will be key priorities for the borough.

Work with the Community Engagement Forum has continued to be a focus. In particular the Community Engagement Forum has concentrated on the work programme around climate change and they have made a considerable contribution to this work. Climate change features on the agenda for the Next Better Places Partnership meeting.

The Groundwork Trust will provide a presentation to the next meeting of the Better Places Partnership. The Groundwork Trust are an organisation who work with communities to improve the environment. For example landscaping and gardening projects on estates. Their presentation will give a run down of the projects they will be managing in the second phase of their work within Haringey.

The role of volunteering is becoming increasingly more important. This is reflected in the work around parks and open spaces. Increasing the engagement of volunteers has become a performance indicator and improving this area of work will become a more important aspect of the Better Places Partnership

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